United Nations A/70/719

General Assembly

Distr.: General
8 February 2016

Original: English

Seventieth session
Agenda item 159
Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2016 to 30 June 2017

Report of the Secretary-General

Contents

		Page
I.	Mandate and planned results	5
	A. Overall	5
	B. Planning assumptions and mission support initiatives	6
	C. Regional mission cooperation	10
	D. Partnerships, country team coordination and integrated missions	11
	E. Results-based-budgeting frameworks	11
II.	Financial resources	60
	A. Overall	60
	B. Non-budgeted contributions	61
	C. Vacancy factors	61
	D. Contingent-owned equipment: major equipment and self-sustainment	62
	E. Training	62
	F. Quick-impact projects	63
III.	Analysis of variances	64
IV.	Actions to be taken by the General Assembly	68

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V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 69/307 and 69/259 B, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and the Board of Auditors 69

Annexes

I. Definitions 76

II. Organization charts 78

A. United Nations Mission in Liberia 78

B. Office of the Special Representative of the Secretary-General 79

C. Military operations 80

D. Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law) 81

E. Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator) 82

F. Division of Mission Support 83

III. Information on funding provisions and activities of United Nations agencies, funds and programmes 84

Map 91

Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2016 to 30 June 2017, which amounts to $205,068,000, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The budget provides for the deployment of 1,240 military personnel, including 50 military observers and 1,190 military contingent personnel; 606 police personnel, including 226 United Nations police officers and 380 formed police personnel; 294 international and 560 national staff, inclusive of 44 National Professional Officers; as well as 157 United Nations Volunteers and 26 Government-provided personnel.

The total resource requirements for UNMIL for the financial period from 1 July 2016 to 30 June 2017 have been linked to the Mission's objective through a number of results-based frameworks, organized by components (security, rule of law, peace consolidation). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2014/15)*	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	196 003.4	162 575.3	65 722.6	(96 852.7)	(59.6)
Civilian personnel	120 884.4	105 450.7	81 284.6	(24 166.1)	(22.9)
Operational costs	93 971.1	76 633.4	58 060.8	(18 572.6)	(24.2)
Gross requirements	**410 858.9**	**344 659.4**	**205 068.0**	**(139 591.4)**	**(40.5)**
Staff assessment income	9 225.1	8 688.7	6 562.8	(2 125.9)	(24.5)
Net requirements	**401 633.8**	**335 970.7**	**198 505.2**	**(137 465.5)**	**(40.9)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	–	–
Total requirements	**410 911.7**	**344 712.2**	**205 120.8**	**(139 591.4)**	**(40.5)**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2015/16	–	–	–	–	71	94	32	–	**197**
Proposed 2016/17	–	–	–	–	30	24	13	–	**67**
Components									
Security									
Approved 2015/16	133	4 678	498	1 265	20	4	–	32	**6 630**
Proposed 2016/17	50	1 190	226	380	18	4	–	26	**1 894**
Rule of law									
Approved 2015/16	–	–	–	–	31	17	8	–	**56**
Proposed 2016/17	–	–	–	–	22	10	8	–	**40**
Peace consolidation									
Approved 2015/16	–	–	–	–	27	19	6	–	**52**
Proposed 2016/17	–	–	–	–	35	34	29	–	**98**
Support									
Approved 2015/16	–	–	–	–	249	719	158	–	**1 126**
Proposed 2016/17	–	–	–	–	189	488	107	–	**784**
Total									
Approved 2015/16	**133**	**4 678**	**498**	**1 265**	**398**	**853**	**204**	**32**	**8 061**
Proposed 2016/17	**50**	**1 190**	**226**	**380**	**294**	**560**	**157**	**26**	**2 883**
Net change	**(83)**	**(3 488)**	**(272)**	**(885)**	**(104)**	**(293)**	**(47)**	**(6)**	**(5 178)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.

A classification exercise of previously unclassified posts was conducted for all missions and service centres during the 2015/16 period. The results of that exercise are reflected in the present budget report to the extent that any posts were classified at a different level (upward or downward).

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was first established by the Security Council in its resolution 1509 (2003).

2. UNMIL will continue to assist Liberia in consolidating peace and stability. By 1 July 2016, the Government of Liberia is expected to have assumed full responsibility for all aspects of its own security. The situation in Liberia is expected to be increasingly dominated by political developments, particularly a possible constitutional referendum and national elections in 2017. Those major developments are likely to have an impact on national and local environments.

3. In accordance with Security Council resolution 2239 (2015) and in the context of the Mission's ongoing drawdown, UNMIL, with partners, will intensify its support to the Government to accelerate critical political, governance, security and judicial reforms, institution- and capacity-building efforts and security cooperation in the subregion and to strengthen the promotion and protection of human rights, including efforts to combat sexual and gender-based violence. The Mission will work in an increasingly integrated manner with the United Nations country team in the implementation of the Mission's mandate and proposes to utilize assessed funding to that effect. UNMIL will also use its good offices to advocate for and support expedited, tangible progress in the areas of reconciliation, conflict resolution, inclusion and social cohesion.

4. The Mission is mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia. UNMIL will, during the budget period, deliver related key outputs, shown in the frameworks below, in order to accomplish the mandate set out in Council resolution 2190 (2014). The frameworks are organized according to components (security, rule of law, peace consolidation) derived from the mandate of the Mission.

5. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Mission, and the indicators of achievement show a measure of progress towards such accomplishments during the budget period. The human resources of UNMIL in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which is attributed to the Mission as a whole.

6. Variances in the number of personnel compared with the 2015/16 budget, including reclassifications, have been explained under the respective components.

7. The Mission is headed by the Special Representative of the Secretary-General for Liberia, at the level of Under-Secretary-General, assisted by Deputy Special Representatives of the Secretary-General for Peace Consolidation and Rule of Law, both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the D-2 level, while police operations, including support to the institution- and capacity-building of law enforcement agencies, are headed by a Police Commissioner at the D-2 level. Executive direction and management is headed by a Chief of Staff at the D-1 level.

B. Planning assumptions and mission support initiatives

8. Following the decision by the Security Council to set a deadline of 30 June 2016 for the completion of the security transition, UNMIL supported the Liberian Government in the development of a Government of Liberia plan for UNMIL transition, which includes security sector reforms and other institutional, capacity and capability requirements necessary for national security agencies to fully assume their responsibilities. A joint implementation group was also formed to monitor, report on and facilitate implementation efforts. The progressive assumption of security responsibilities by the Government to date includes the transfer of inner perimeter security patrols at Monrovia Central Prison and static guard duties at the Executive Mansion and at one of the country's two airports.

9. The Mission intensified its support to the Government's institutional and capacity-building efforts to ensure a smooth security transition process. Priority has been given to the Liberia National Police and the Bureau of Immigration and Naturalization as the primary law enforcement agencies in the country. Increasing emphasis has been given to the development of national security legislative and policy frameworks, the training and mentoring of senior management, and the decentralization of security services in the counties. Draft acts for the Liberia National Police, the Bureau of Immigration and Naturalization and on firearms and ammunition control, developed with UNMIL support, are before the legislature. Liberia National Police Support Unit officers have been deployed to all five regions in the country, and an increased number of Bureau of Immigration and Naturalization officers have been deployed to existing and new border crossing points. In addition, firearms marking across national security agencies began in April 2015, following UNMIL-supported training.

10. The constitutional review process advanced with the convening of a national constitution conference in March and April 2015 to review and validate proposed amendments to the Constitution. The proposed amendments, subsequently submitted to the legislature by the President in August 2015 with her recommendations, are currently under consideration.

11. There has been progress in efforts to extend State authority and public services throughout Liberia, with the Government's launch of the country's National Deconcentration Platform in February 2015 as the first phase of the national decentralization policy. The first Government-integrated County Service Centre opened in June 2015, offering select Government services to the public; two additional centres are due to open by February 2016. In addition, an increased number of justice and security personnel have been deployed to three of the country's five regions, and basic security structures, in the form of county security councils, have been established and are operational in all 15 counties, as well as in the country's capital.

12. In accordance with Security Council resolution 2239 (2015), by 30 June 2016 UNMIL will have reduced its military strength from 3,590 to 1,240 personnel, consolidated in Monrovia, and its police strength from 1,515 to 606 police personnel, including three formed police units, with one each deployed in Gbarnga, Monrovia and Zwedru. In addition, UNMIL will have consolidated its 13 county field offices into 5 Regional Field Offices located in Gbarnga, Greenville, Harper,

Voinjama and Zwedru. In line with the Mission's streamlined mandate and consolidation, its civilian capacity will also be rationalized.

13. Following the completion of the security transition and in the context of an increasingly dynamic political environment, the Mission's priorities will be to support the Government to advance critical reform efforts to strengthen the functioning and accountability of its institutions, particularly in the justice and security sectors, and to continue exercising its good offices mandate in support of greater national reconciliation, inclusion and social cohesion. Those efforts will be underpinned by a human rights-based approach, including the redoubling of efforts to address sexual and gender-based violence. UNMIL will also continue to give priority to border stabilization in the context of bilateral, regional and international peace and security mechanisms. In addition, the Mission will pursue opportunities to transition additional UNMIL functions through intensified partnerships and further progress in mandate implementation.

14. In accordance with the Mission's good offices mandate to support constitutional and institutional reforms, especially of the rule of law and security sectors, and national reconciliation processes, particularly in the context of longer-term post-Ebola recovery, the Mission will continue to support the work of all stakeholders in the development and institutionalization of reforms critical to peace consolidation and recovery. In the area of national reconciliation, the Mission will support local and national initiatives that contribute to conflict resolution, inclusion and social cohesion, including in the areas of land and natural resources management.

15. Following the significant drawdown of the Mission's military and police capacity, UNMIL will continue to support the Liberian security agencies in protecting civilians in the event of a deterioration of the security situation that could risk a strategic reversal of peace and stability in the country, taking into account the Mission's reduced capabilities and areas of deployment. The Mission's security capacity will also protect United Nations personnel, installations and equipment and ensure the freedom of movement of United Nations and associated personnel.

16. The Mission will continue to advise the Government of Liberia on security sector reform and on the institution- and capacity-building of the security, justice and corrections sectors, giving particular emphasis to the development of their leadership, internal management and accountability mechanisms. That will involve assisting the Government and other stakeholders with the review of its national security strategy, including the development of oversight and accountability mechanisms for the security sector, as well as support for Government-led security sector coordination.

17. UNMIL will continue to carry out promotion and protection activities related to human rights, giving special attention to violations and abuses committed against children and women and supporting strengthened efforts by the Government of Liberia to combat sexual and gender-based violence, including efforts to combat impunity for perpetrators of such crimes.

18. The Mission's field offices will continue to play an essential role in mandate implementation at the regional and county levels, including by providing situational awareness, analysis and early warning of developments that are essential for the effective performance of the Special Representative of the Secretary-General's

mandated good offices and political support role, as well as the protection of civilians through support to risk-mitigating measures; assisting with the implementation of justice, security sector and governance reforms, as well as reconciliation initiatives; supporting the promotion and protection of human rights; and assisting with the design and implementation of border stabilization initiatives. The Regional Field Offices will serve as hubs for military, police and civilian personnel. The Mission will pursue an integrated presence with the United Nations agencies, funds and programmes in the counties and advocate for a continued United Nations presence beyond the Mission's lifespan.

19. In order for UNMIL to deliver its mandate with significantly reduced military, police and civilian capacity, it will need to operate at optimal capacity. That will require a high level of mobility.

20. Considering the poor road infrastructure and the rainy season conditions in Liberia, UNMIL continues to rely on its air assets and naval vessel for critical transportation requirements of passengers and cargo. Based on the reduced number of locations and personnel, UNMIL will reduce its rotary aircraft fleet by four and its fixed-wing aircraft by one. The residual capacity of seven helicopters and one fixed-wing aircraft will be essential for internal mobility for mandate-related operations, emergency response/medevac and the possible rapid deployment of a regional quick reaction force.

21. The reduction of uniformed personnel and camp closures will reduce service requirements. The budget proposal therefore reflects a significant reduction in resources, including the number of civilian personnel, maintenance services for facilities and infrastructure, equipment and material acquisitions and associated freight charges. In addition the Mission communications and information technology infrastructure is expected to change, as UNMIL will no longer be able to maintain some of the structures in remote locations for effective communication. The Mission proposes to lease space from local Global System for Mobile Communications companies. Owing to the Mission's reduced presence, some existing facilities will be closed, including fuel stations, welfare facilities, vehicle maintenance workshops and medical clinics.

22. The reduced number of military enablers poses a significant challenge to the Mission, especially in areas such as engineering and road repair. Critical gaps will need to be addressed by enhancing civilian capacities to the extent possible, including through outsourcing engineering works.

23. Arrangements will also remain in place to provide "over-the-horizon" support through a quick reaction force of 650 troops to provide temporary support to UNMIL in the event of a serious deterioration of the security situation in Liberia.

24. Owing to the anticipated completion of the security transition process, the streamlining of the Mission's substantive mandate, the further drawdown of the Mission and strengthened planning with the United Nations country team, the Mission proposes to streamline its planning capacity by abolishing the Strategic Planning Unit and the Senior Mission Planning Officer position (P-5), and by redeploying the Planning Officer (P-4) post to the Office of the Special Representative of the Secretary-General.

25. As part of the Mission's ongoing drawdown, the Mission proposes to consolidate the Communications and Public Information Office by merging and

further streamlining its Community Outreach, Media Relations and Monitoring and Multimedia units into a new Strategic Communications and Outreach Unit, which would focus the Mission's capabilities on strategic communications during the remainder of the Mission's mandate. UNMIL Radio would remain a separate unit.

26. In an effort to further streamline the Mission's structure and to optimize its capacities, UNMIL also proposes to establish a single Rule of Law Advisory Service by dissolving the Legal and Policy Reform Section, which will have completed its tasks of supporting the Government in the development of legislation and policy in support of security sector and justice sector reforms, and redeploying residual capacities by consolidating resources from the Capacity-building and Mentoring Unit, the Corrections and Prison Advisory Unit and the Security Sector Reform Unit into a service led by the D-1 Principal Rule of Law Officer. The new service will focus on supporting the Government's justice, security and corrections sectors, including the development of their leadership, internal management and accountability mechanisms.

27. The Field Support Team and County Offices will be redeployed from Executive Direction and Management to the Peace Consolidation Pillar to enhance collaboration between the pillars, the County Office and the United Nations country team on the implementation of mandated tasks. It is proposed that the County Offices be renamed as Regional Field Offices to reflect the consolidation of the Mission's field presence. The proposed establishment of National United Nations Volunteer posts in the counties is intended to facilitate the continued use of local knowledge and expertise in monitoring and reporting on mandate-related developments in counties where UNMIL will no longer have a presence. In addition, National United Nations Volunteers are proposed to serve as information analysts within the Joint Analysis and Operations Centre at Mission headquarters.

28. No changes are proposed to the Mission support structure, given that UNMIL adopted the structure recommended as part of the global field support strategy during the 2015/16 budget cycle. However, as the Mission reduces its presence across Liberia, staffing numbers were reviewed and staff reductions are proposed where appropriate.

29. The decision to consolidate the Mission locations into five Regional Field Offices is expected to lead to a more efficient use of resources. For the military engineering units, which have played a critical role in keeping open the Mission's main supply routes, the Mission will now ensure that adequate resources are kept in stock to counter the impact of road closures during the rainy season.

30. Pursuant to Security Council resolution 2239 (2015), UNMIL military and police personnel will be reduced significantly as at 1 July 2016. That will result in reduced resource requirements under military and police personnel, leading to a reduction of 59.6 per cent as compared with the approved budget for the 2015/16 period.

31. As the Mission downsizes, its civilian staffing has been thoroughly reviewed in order to align human resources with the reduced services required. In that regard, the financial resources proposed for civilian personnel costs have been reduced by 22.9 per cent as compared with the approved budget for the 2015/16 period. Although the total number of civilian personnel, including international and national staff and United Nations Volunteers, has been reduced by 30.5 per cent, other

factors have led to a lower percentage reduction in financial resource requirements, such as vacancy factors and changes to the conditions of service for United Nations Volunteers.

32. The proposed Mission civilian staffing establishment totals 1,011 personnel, comprising 294 international and 560 national staff (44 National Professional Officer and 516 national General Service), as well as 157 United Nations Volunteer positions. It reflects a net reduction of 104 international, 293 national and 47 United Nations Volunteer posts. It reflects the net impact of the proposed abolishment of 474 posts, redeployment of 64 posts, reassignment of 11 posts, reclassification of 9 posts and the conversion of 1 post as well as the proposed establishment of 30 posts.

33. There are high variances across all classes of costs in line with the downsizing of the Mission, with an overall reduction of 40.5 per cent as compared with the approved budget for 2015/16. In the category of Facilities and infrastructure there is a 37.5 per cent reduction ($9.2 million) with high variances in residential security services, petrol, oil and lubricants. Those are due to the reduction in uniformed personnel as well as in the number of operational generators. Other significant variances come under: Ground transportation (49.0 per cent), mainly owing to the lower planned acquisitions, petrol, oil and lubricants; Air transportation, owing to the withdrawal of two air assets; and Communications and information technology, owing to an overall decrease in planned acquisitions.

34. UNMIL will implement regulatory and policy frameworks with clear lines of oversight to ensure that they operate properly in order to mitigate the environmental impact of the Mission. UNMIL has a dedicated environmental team, which ensures that the environmental policies of the United Nations and the Government are disseminated to all concerned parties and closely follows up to ensure policy implementation. The majority of other Mission Support sections offering services are involved in environmental risk mitigation activities identified by the Mission. During the 2016/17 period, UNMIL will ensure that those activities continue, including the utilization of incinerators, especially for the disposal of medical waste; the use of collection and disposal points for toxic waste for further safe disposal; the maintenance of fuel containment areas and oil and water separators; the utilization of waste treatment plants; and the cleaning of all premises/compounds vacated by the Mission. In order to ensure quality control, the Mission's environmental team and the Environmental Protection Agency of Liberia are expected to continue conducting inspections at the various sites used by the Mission. With the aforementioned measures, UNMIL expects to reduce its environmental footprint.

C. Regional mission cooperation

35. In accordance with Security Council resolution 2239 (2015), the Mission will intensify its collaboration with the United Nations Operation in Côte d'Ivoire (UNOCI) to assist the Governments of Liberia and Côte d'Ivoire in strengthening their bilateral and regional cooperation, particularly with respect to the border area and implementation of regional peace and security initiatives. UNMIL will also reinforce its efforts with the United Nations country teams in both countries to assist

both Governments in addressing priority security, humanitarian and broader stabilization concerns in the border region.

36. Following the operationalization of the quick reaction force established by Security Council resolution 2162 (2014), UNMIL and UNOCI continue to collaborate on refinements to the concept.

D. Partnerships, country team coordination and integrated missions

37. More progressive integrated planning with the United Nations country team, in line with the United Nations Policy on Integrated Assessment and Planning, will be implemented in the context of the Mission's drawdown and transition. It will inform the final phase of the Mission's exit strategy. A United Nations transition task force has been established to facilitate enhanced collaboration and to identify additional opportunities, including utilizing the capacities of United Nations agencies, funds and programmes in mandate implementation by using assessed funds, and to address challenges, such as in the areas of logistics, information technology infrastructure and life support functions, as UNMIL reduces its presence. Opportunities to co-locate with the United Nations country team in UNMIL headquarters office space and in Regional Field Offices will be explored to increase integration and collaboration, enhance the coordination of operations, reduce costs and maximize the security and protection of personnel/assets.

E. Results-based-budgeting frameworks

Executive direction and management

38. Overall mission direction and management are provided by the Office of the Special Representative of the Secretary-General.

Table 1
Executive direction and management

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General/Principal Deputy Special Representative									
Approved 2015/16	1	1	3	–	4	9	1	–	10
Proposed 2016/17	1	1	4	1	3	10	1	–	11
Net change	–	–	1	1	(1)	1	–	–	1
Legal Affairs Section									
Approved 2015/16	–	–	2	1	1	4	–	–	4
Proposed 2016/17	–	–	2	1	–	3	–	–	3
Net change	–	–	–	–	(1)	(1)	–	–	(1)

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Strategic Planning Unit									
Approved 2015/16	–	–	2	–	–	2	–	–	2
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(2)	–	–	(2)	–	–	(2)
Field Support Team									
Approved 2015/16	–	–	1	2	–	3	–	1	4
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	(2)	–	(3)	–	(1)	(4)
County Offices									
Approved 2015/16	–	–	5	23	–	28	43	22	93
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(5)	(23)	–	(28)	(43)	(22)	(93)
Joint Analysis and Operations Centre									
Approved 2015/16	–	–	4	1	1	6	14	2	22
Proposed 2016/17	–	–	3	1	–	4	2	6	12
Net change	–	–	(1)	–	(1)	(2)	(12)	4	(10)
Communications and Public Information Office									
Approved 2015/16	–	–	3	6	2	11	34	4	49
Proposed 2016/17	–	–	3	2	2	7	19	4	30
Net change	–	–	–	(4)	–	(4)	(15)	–	(19)
Political Affairs Service									
Approved 2015/16	–	1	4	2	1	8	2	3	13
Proposed 2016/17	–	1	3	2	–	6	2	3	11
Net change	–	–	(1)	–	(1)	(2)	–	–	(2)
Total, executive direction and management									
Approved 2015/16	1	2	24	35	9	71	94	32	197
Proposed 2016/17	1	2	15	7	5	30	24	13	67
Net change	–	–	(9)	(28)	(4)	(41)	(70)	(19)	(130)

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 41 posts

National staff: net decrease of 70 posts

United Nations Volunteers: net decrease of 19 positions

Office of the Special Representative of the Secretary-General/Principal Deputy Special Representative

International staff: net increase of 1 post (abolishment of 1 Field Service post and redeployment of 1 P-4 post from the Strategic Planning Unit, and 1 P-3 post from the Field Support Team)

39. The Security Council, in its resolution 2239 (2015), called on UNOCI and UNMIL and the United Nations country teams to intensify their support to the Ivorian and Liberian authorities. The Mission, as requested by the Council in its resolution 2116 (2013), will also work in closer coordination with established regional and international mechanisms for peace and security, including national security institutions, the Economic Community of West African States, the West African Coast Initiative and the Mano River Union. To enable the Mission to pursue its mandated tasks effectively, it is proposed that the Office of the Special Representative of the Secretary-General, with its currently authorized staffing establishment of 10 posts (1 USG, 1 D-1, 1 P-5, 2 P-4, 4 Field Service and 1 national General Service), be strengthened through the redeployment of one P-4 post from the Strategic Planning Unit for a Mission Planning Officer and the redeployment of one P-3 post from the Field Support Team for a Liaison Officer. The addition of the Mission Planning Officer will result in more efficient use of residual resources as the Mission draws down, while the Liaison Officer will enable the Mission to maintain its strategic focus on regional issues and the structured coordination of inter-mission cooperation, in close coordination with the United Nations and national and regional stakeholders. With the proposed abolishment of the Strategic Planning Unit and the redeployment of the Field Support Team to the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation), in the context of promoting efficiency and a streamlined administrative workload, it is also proposed that one Field Service post for an Administrative Assistant be abolished.

Legal Affairs Section

International staff: decrease of 1 post (abolishment of 1 Field Service post)

40. The Legal Affairs Section, with its currently authorized staffing establishment of four posts (1 P-5, 1 P-4, 1 P-3, 1 Field Service), provides sound and prompt legal advice to the leadership of the Mission and legal assistance to UNMIL and UNMIL personnel, as appropriate, on substantive and procedural legal matters involving international, private and United Nations administrative laws with a view to fulfilling the Mission's mandate under relevant Security Council resolutions and the Mission's obligation under the Status-of-Forces Agreement and other agreements and/or contracts entered into with the Government of Liberia, United Nations agencies partners and/or contractors. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one Field Service post for an Administrative Assistant is proposed.

Strategic Planning Unit

International staff: decrease of 2 posts (abolishment of 1 P-5 post and redeployment of 1 P-4 post)

41. The Strategic Planning Unit, with its currently authorized staffing establishment of two posts (1 P-5, 1 P-4), is responsible for the coordination of the Mission's transition planning. It also coordinates and oversees strategic and operational planning, as well as the substantive aspects of the budgeting process with internal components, the United Nations country team and other actors who would potentially assume responsibility for a range of functions currently being undertaken by the Mission as it advances with the drawdown. In the context of the completion of the majority of the joint UNMIL-Government of Liberia transition planning and the anticipated completion of the security transition by 30 June 2016, as well as in line with the streamlining of the Mission's structure as the Mission draws down, the dissolution of the Strategic Planning Unit is proposed. In that connection, the redeployment of one P-4 post to the Office of the Special Representative of the Secretary-General and the abolishment of one P-5 post for a Senior Mission Planning Officer is proposed.

Field Support Team

International staff: decrease of 3 posts (redeployment of 1 P-4 and 2 P-3 posts)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position)

42. In line with the streamlining of the Mission's structure as the Mission draws down, the redeployment of the Field Support Team, with its currently authorized staffing establishment of three posts and one position (1 P-4, 2 P-3, 1 United Nations Volunteer), to the Peace Consolidation and Support Pillar, with the exception of one P-3 redeployment to the Office of the Special Representative of the Secretary-General, is proposed. The mandated responsibilities of the Peace Consolidation and Support Pillar focus on good offices and political support of the Special Representative of the Secretary-General in order to assist Liberian authorities on constitutional and institutional reforms, the national reconciliation process, efforts to intensify longer-term post-Ebola recovery and cross-border stabilization programmes. With the consolidation of 15 County Offices into 5 Regional Field Offices, the Field Support Team will be responsible for covering five counties out of Monrovia. The head of the Field Support Team is responsible for coordinating the work of the five Regional Field Offices. The proposed redeployment of the Field Support Team, reporting to the Deputy Special Representative of the Secretary-General for Peace Consolidation/Resident Coordinator, will reinforce the integration between the pillars, field offices and the United Nations country team in the implementation of governance reforms, conflict prevention and management, early warning and disaster risk reduction and management, as well as post-Ebola recovery, particularly as UNMIL consolidates its operations in anticipation of a successor presence.

County Offices

International staff: decrease of 28 posts (abolishment of 11 P-3 and 3 P-2 posts and redeployment of 5 P-4, 6 P-3 and 3 P-2 posts)

National staff: decrease of 43 posts (abolishment of 18 National Professional Officer posts and 17 national General Service staff posts and redeployment of 2 National Professional Officer posts and 6 national General Service staff posts)

United Nations Volunteers: decrease of 22 positions (abolishment of 7 United Nations Volunteer positions and redeployment of 15 United Nations Volunteer positions)

43. The Mission field structure is intended to ensure a coherent approach to the Mission's mandate implementation and all United Nations interventions and activities at the county level. It also supports implementation of the United Nations Development Assistance Framework, which is aligned with the Government's Agenda for Transformation. Heads of Field Office were appointed on 1 December 2008 to each of the 15 counties to coordinate UNMIL and broader United Nations activities in support of national recovery and to enhance the effectiveness and efficiency of the United Nations field presence. In line with the streamlining of the Mission's structure as the Mission draws down, it is proposed that the County Offices be redeployed from Executive Direction and Management to the Peace Consolidation and Support Pillar, reporting to the Deputy Special Representative of the Secretary-General for Peace Consolidation/Resident Coordinator through the redeployed Field Support Team, reinforcing integration with the United Nations country team as UNMIL consolidates its operations in anticipation of a successor presence. In that connection, the redeployment of 37 posts and positions to the Peace Consolidation and Support Pillar, consisting of 5 P-4, 6 P-3, 3 P-2, 2 National Professional Officers, 5 national General Service staff posts and 15 United Nations Volunteer positions, as well as 1 national General Service staff post to the Communications and Public Information Office, is proposed. At the same time the abolishment of 56 posts and positions, consisting of 9 P-3 posts for Heads of Field Office, 1 P-3 post for a Civil Affairs Officer, 1 P-3 post for a Human Rights Officer, 3 P-2 posts for Associate Human Rights Officer, 7 National Professional Officer posts for Civil Affairs Officers, 5 National Professional Officer posts for Rule of Law Officers, 6 National Professional Officer posts for Human Rights Officers, 3 national General Service staff posts for Human Rights Monitors, 3 national General Service staff posts for Public Information Assistants, two national General Service staff posts for Radio Production Assistants and 9 national General Service staff posts for Team Assistants, as well as 5 United Nations Volunteer positions for Civil Affairs Officers, 1 United Nations Volunteer position for a Human Rights Officer and 1 United Nations Volunteer position for a Public Information Officer, is proposed.

44. The work of the UNMIL County Offices in the 2016/17 period will align with the focus of the Mission and would concentrate on the extension of mentoring, advocacy and good offices in support of the sustainability of security sector reform and transition; the consolidation and extension of deconcentrated governance, national justice and security sector services to the county level; critical reform processes, natural resource management and national reconciliation; and addressing issues of impunity and accountability through promoting integrity mechanisms and human rights. In so doing, the Offices will increase their integration of operations, particularly in terms of effectively addressing the nexus between justice and

security and between governance and the rule of law, and enhance coordination and collaboration with the United Nations country team.

Joint Analysis and Operations Centre

International staff: decrease of 2 posts (abolishment of 1 P-4 post and conversion of 1 Field Service post to 1 national General Service staff post)

National staff: decrease of 12 posts (abolishment of 13 national General Service staff posts and conversion of 1 Field Service post to 1 national General Service staff post)

United Nations Volunteers: increase of 4 positions (establishment of 4 National United Nations Volunteer positions)

45. The Joint Analysis and Operations Centre, with its currently authorized staffing establishment of 22 posts and positions (1 P-5, 3 P-4, 1 P-3, 1 Field Service, 1 National Professional Officer, 13 national General Service, 2 United Nations Volunteers), provides integrated situational awareness within UNMIL and integrated daily and weekly situational reporting, as well as incident and flash reporting to United Nations Headquarters, to facilitate integrated or coordinated Mission operations and support crisis management. The Centre is also responsible for providing integrated analysis and predictive assessments, managing information requirements and identifying threats and challenges to mandate implementation. In line with the streamlining of the Mission's structure as the Mission draws down, the abolishment of 1 P-4 post for an Information Analyst and 13 national General Service staff posts for Administrative Assistants as well as the conversion of 1 Field Service post (Administrative Assistant) to 1 national General Service staff post (Administrative Assistant) is proposed. At the same time, the establishment of four National United Nations Volunteer positions for Information Analyst positions, which will assist the Centre's information gathering and integrated analysis building in their local knowledge and expertise, is proposed.

Communications and Public Information Office

International staff: decrease of 4 posts (abolishment of 4 P-3 posts and reclassification of 1 P-4 post)

National staff: net decrease of 15 posts (abolishment of 2 National Professional Officer posts and 14 national General Service staff posts and redeployment of 1 national General Service staff post from County Offices)

46. The Communications and Public Information Office, with its currently authorized staffing establishment of 49 posts and positions (1 P-5, 2 P-4, 6 P-3, 2 Field Service, 4 National Professional Officer, 30 national General Service, 4 United Nations Volunteer), supports the Special Representative of the Secretary-General in carrying out the Mission's mandated tasks by providing credible, accurate and timely information, while managing the expectations and fears of the Liberian public. Its principle clients are Liberians inside the country; in addition, it also serves the wider Liberian diaspora and the international community. In line with the streamlining of the Mission's structure as the Mission draws down, the Office proposes to consolidate all of its capabilities outside of radio into a new Strategic Communications and Outreach Unit, which will work closely with the Office of the Special Representative of the Secretary-General and other substantive offices to strategically focus all of the Mission's communications capabilities for the

remainder of the Mission's mandate. UNMIL Radio will remain a separate unit, working closely with the proposed Strategic Communications and Outreach Unit, including on integrating the Mission's key messaging into radio programming and on the transition of the radio station so that it can continue to support peace and stability in Liberia through the 2017 electoral process and beyond. While the existing communication and public information capabilities (radio, photography, video, community outreach, social media, Internet and design) will be maintained, the overall workload of the Office will be reduced in line with the more streamlined mandate of the Mission, the assumption by the United Nations country team of some communications tasks currently undertaken by UNMIL, such as the production of a common United Nations publication and increasing media monitoring and media relations capacities, and the further prioritization of tasks performed by the Unit. In the light of the foregoing, the abolishment of 4 P-3 posts for Public Information Officers, 1 National Professional Officer post for a Radio Producer, 1 National Professional Officer post for a Public Information Officer and 14 national General Service staff, comprising 6 Public Information Assistants, 1 Website Assistant, 2 Team Assistants, 1 Broadcast Technology Technician, 1 Radio Producer Assistant, 1 Video Producer Assistant, 1 Photographer and 1 Graphic Designer, is proposed. In addition, the redeployment of one national General Service staff post from County Offices for a Public Information Assistant is proposed. In order to support the proposed restructuring and the streamlined focus of the Office, the reclassification of the P-4 Public Information Officer post, currently the head of the Multimedia Unit, to a P-4 post for Spokesperson, who will now head the Strategic Communications and Outreach Unit, is proposed. With the proposed reallocation of the Spokesperson's functions, the Chief Public Information Officer will increase engagement with national counterparts, the United Nations country team and other key partners on communications related to UNMIL mandate implementation, including the Mission's ongoing transition and drawdown, as well as on the progressive handover of communications and public information responsibilities, while ensuring the more strategic management of the Mission's residual communications and public information capacity.

Political Affairs Service

International staff: decrease of 2 posts (abolishment of 1 P-4 post and 1 Field Service post)

47. The Political Affairs Service, with its currently authorized staffing establishment of 13 posts and positions (1 D-1, 1 P-5, 3 P-4, 2 P-3, 1 Field Service, 2 national General Service, 3 United Nations Volunteer), provides support to the Mission's leadership with respect to its good offices and political support role, and facilitates the substantive political aspects of the Mission mandate implementation. The Section produces integrated political analysis on developments in the political environment as well as political perspectives on institutional reform and related processes in the areas of governance, reconciliation, constitutional review, elections, legislation, the rule of law and security. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-4 post for a Political Affairs Officer and one Field Service post for an Administrative Assistant is proposed.

Component 1: security

48. Following the transition of full responsibility for security to the Government of Liberia on 30 June 2016 and the completion of phase four of the Mission's drawdown, UNMIL formed police unit and military components will no longer provide second and third tier security backup to the Government of Liberia. The formed police unit and military components will concentrate on the provision of security to United Nations assets, locations and personnel. However, in extremis support will be provided to the Government should the deterioration in the security situation risk the strategic reversal of peace and stability in the country. The Mission's protection of civilians strategy will be adapted to reflect its streamlined security mandate, as well as its reduced capacity and fixed geographical presence, and the primary focus in this area of the Mission's mandate will be on the monitoring, reporting and capacity development of national institutions. That will include addressing human rights violations, advocating for the Government's fulfilment of its protection of civilians responsibilities, and assisting national security agencies and other institutions directly responsible for the protection of civilians in the delivery of their responsibilities through training and advisory support.

49. Given the sensitivity of the border regions following the withdrawal of the Mission's military from the borders with Guinea and Côte d'Ivoire in early 2016, the Mission will continue to monitor border areas. UNMIL will also support the Government in the development and strengthening of early warning mechanisms and in the identification of non-violent conflict prevention strategies to respond to security threats. In addition, the Mission will support bilateral and regional cross-border security cooperation initiatives, working in close coordination with the established regional and international mechanisms for peace and security, including national security institutions; the West African Coast Initiative; the Mano River Union, especially through its Department of Peacebuilding, Security, Political, Humanitarian and Social Affairs and Joint Border Security and Confidence-building Units; county and district security councils; and peace committees.

Expected accomplishments	*Indicators of achievement*
1.1 Safe and secure environment in Liberia	1.1.1 No public disorder incidents requiring UNMIL in extremis intervention (2014/15: not applicable; 2015/16: not applicable; 2016/17: 0)
	1.1.2 Number of county security councils with the knowledge and skills to undertake security coordination and early warning activities (2014/15: 10; 2015/16: 16; 2016/17: 16)
	1.1.3 No major security incidents at United Nations locations requiring intervention by UNMIL military or formed police units (2014/15: not applicable; 2015/16: not applicable; 2016/17: 0)

Outputs

- 3,650 military observer patrol days (5 teams with 2 patrols per day for 365 days), including air and ground patrols, as well as long-range patrols to observe general conditions within communities and gather information on specific incidents
- 1,769 air patrol hours, including aerial patrols, air lifting of personnel, air reconnaissance and special flights (1,685 hours Mi-8, and 84 hours DHC-7)
- 3,650 patrol days (1 battalion with 10 patrols per day for 365 days), including foot and mobile (road and air) patrols, as well as escort operations
- 240 exercise days (1 company (120 personnel) for 4 exercises each lasting 5 days) for testing and maintaining rapid response and in extremis support capability to national security agencies
- 1,095 formed police patrol days (3 formed police units with 1 patrol per day for 365 days) for the protection of United Nations personnel, assets and installations
- 16 advisory sessions (1 each in 15 counties and 1 in Monrovia) for the county security councils on early warning information gathering, analysis and situation awareness, and 1 advisory session on information analysis and security coordination for the National Security Council
- Multimedia campaigns and programmes that provide reliable, credible and timely information on peace, reconciliation and UNMIL drawdown, and which raise awareness of the Mission's mandate, through UNMIL Radio broadcasts: 5 45-minute daily coffee-break current affairs programmes (250); 6 1-hour weekly discussion programmes (*Creek Town, Crime Watch, Dis Government Ting, Front Page, Nationwide, Palava Hut*) (300); 3 weekly *Dateline Liberia* programmes (150); 5 30-minute weekly programmes on health and education (*You and Your Health, Staying Alive, Let's Talk About Sex, Access For All, Campus Link*) (250); 2 1-hour weekly programmes on gender (*Women's World and Girl Power*) (100); 2 1-hour daily factual entertainment programmes (*Your Morning and Nightshift*) (450); 17 news bulletins daily in six languages (Monday to Friday) and 3 bulletins daily during weekends for 50 weeks (4,550); and public service announcements and special messages (250)
- 6 video news programmes (3 minutes each) distributed to 2 television stations and to 100 video clubs for a multimedia campaign in support of the UNMIL drawdown and to explain the Mission's revised mandate and priorities (including human rights and sexual and gender-based violence prevention); 3 public service announcements on human rights, the prevention of sexual and gender-based violence and police recruitment with emphasis on the recruitment of female personnel; 1 10-minute video documentary on the status of the security situation following 30 June 2016, with a focus on decentralization initiatives and reform of prison and judicial systems; 3 video reports, 100 photo assignments, 150 photos of the day and 2 photo exhibitions; 12 press conferences; and 21 press releases. All campaign products are posted on the website and digital social media platforms
- 7 nationwide multimedia 5-day advocacy campaigns to explain the Mission's mandate and support ongoing Mission priorities including: the recruitment of women and community policing and stopping mob violence; the prevention of sexual and gender-based violence, including child rape, and the prevention of sexual exploitation and abuse; 16 days of activism and human rights; decentralization and national reconciliation; civic education on constitutional reform; presidential elections; and safe driving. The community outreach component of the campaigns will comprise 48 performances by 11 traditional communicators with promotional materials, including: 20,000 T-shirts; 20 sets of jerseys; 150,000 flyers; 15,000 stickers; 37,000 wristbands; 100,000 posters; 85 flex banners; 15 billboards; 160 soccer balls; 100 volleyballs; and 100 trophies

Expected accomplishments	*Indicators of achievement*
1.2 Improved capacity of Liberian law enforcement agencies to maintain law and order nationwide	1.2.1 Increase in the number of Liberia National Police and Bureau of Immigration and Naturalization officers with the knowledge and skills to draft regulations and administrative instructions supporting the implementation of the police and immigration service acts (2014/15: not applicable; 2015/16: not applicable; 2016/17: 15)
	1.2.2 Increased number of Liberia National Police and Bureau of Immigration Naturalization commanders with knowledge and skills in managing crisis situations, in compliance with human rights and protection of civilians principles (2014/15: not applicable; 2015/16: not applicable; 2016/17: 45)

Outputs

- 104 advisory and mentoring sessions with the Liberia National Police and Bureau of Immigration and Naturalization on: the development or revision and implementation of regulations and administrative instructions related to the respective institutions' duty manuals; manpower, establishment and deployment plans; uniform and rank policy; and the use of force for the respective institutions
- 6 advisory sessions and 24 training sessions for Liberia National Police leadership to support the implementation of the National Community Policing Policy
- 16 advisory sessions for Liberia National Police on human rights promotion and protection and the protection of civilians
- 52 advisory sessions for the Liberia National Police for strengthened information flow and operations of its national operations centre

Expected accomplishments	*Indicators of achievement*
1.3 Strengthened national capacity to monitor the border areas	1.3.1 Increase in the number of United Nations agencies supporting implementation by the Government of Liberia of the Economic Community of West African States peace and security architecture including the Protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, and the ECOWAS Conflict Prevention Framework, as well as the (Revised) Fifteenth Protocol to the Mano River Union Declaration on Cooperation on Defence, Security, Internal Affairs and Foreign Affairs (2014/15: 3; 2015/16: 3; 2016/17: 8)
	1.3.2 Increase in the number of United Nations agencies and international partners collaborating with the Joint Border Security and Confidence-building Units on cross-border stabilization activities (2014/15: not applicable; 2015/16: 3; 2016/17: 5)

Outputs

- 52 advisory sessions for the Bureau of Immigration and Naturalization on border security and management, including participation in regional forums on security issues
- 1 national integrated border security assessment and 1 national integrated border security strategy, in collaboration with the International Organization for Migration (IOM), the United Nations Office on Drugs and Crime and national security and law enforcement agencies
- 3 assessments (covering 8 border counties in total) on progress in border stabilization, in collaboration with the Food and Agriculture Organization of the United Nations (FAO), IOM, the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
- 8 advisory sessions (1 in each of 8 counties) for local authorities and border communities on the implementation of the Strategy for Cross-Border Security in the Mano River Union, particularly on cross-border collaboration on security and stabilization issues
- 3 issues papers in support of implementation of the Strategy for Cross-Border Security in the Mano River Union, including the communications strategy, food security and the bilingual education initiative, in collaboration with FAO, IOM, UNDP, UNICEF and UN-Women
- 2 issues papers in support of bilateral engagements between the Governments of Liberia and Côte d'Ivoire on cross-border collaboration
- 8 reports (2 each quarter) on border security, including border trafficking and other illicit activities

External factors

Government of Liberia assumes full responsibility for security throughout country; effective implementation of national transition plan by 30 June 2016, including adequate national security oversight and capacity to protect civilians; stability along Liberian border with Mano River Union countries; progress in reform of security sector, including passage of requisite legislation and regulations; adequate budgetary allocations for Liberia National Police, National Police Training Academy, Bureau of Immigration and Naturalization, Drug Enforcement Agency and Transnational Crime Unit; continued donor support for security sector reform

Table 2
Human resources: component 1, security

Category	*Total*
I. Military observers	
Approved 2015/16	133
Proposed 2016/17	50
Net change	**(83)**
II. Military contingents	
Approved 2015/16	4 678
Proposed 2016/17	1 190
Net change	**(3 488)**

Category	*Total*
III. United Nations Police	
Approved 2015/16	498
Proposed 2016/17	226
Net change	**(272)**
IV. Formed police units	
Approved 2015/16	1 265
Proposed 2016/17	380
Net change	**(885)**
V. Government-provided personnel	
Approved 2015/16	32
Proposed 2016/17	26
Net change	**(6)**

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2015/16	–	2	–	–	2	4	–	–	4
Proposed posts 2016/17	–	2	–	–	2	4	–	–	4
Net change	–	–	–	–	–	–	–	–	–
Office of the United Nations Police Commissioner									
Approved posts 2015/16	–	2	10	3	1	16	4	–	20
Proposed posts 2016/17	–	2	8	3	1	14	4	–	18
Net change	–	–	(2)	–	–	(2)	–	–	(2)
Subtotal, civilian staff									
Approved posts 2015/16	–	4	10	3	3	20	4	–	24
Proposed posts 2016/17	–	4	8	3	3	18	4	–	22
Net change	–	–	(2)	–	–	(2)	–	–	(2)
Grand total (I-IV)									
Approved 2015/16	–	–	–	–	–	–	–	–	6 630
Proposed 2016/17	–	–	–	–	–	–	–	–	1 894
Net change	–	–	–	–	–	–	–	–	(4 736)

[a] Includes National Professional Officers and national General Service staff.

Office of the United Nations Police Commissioner

International staff: decrease of 2 posts (abolishment of 2 P-4 posts)

50. The Office of the United Nations Police Commissioner, with its currently authorized staffing establishment of 20 posts (1 D-2, 1 D-1, 2 P-5, 8 P-4, 3 P-3, 1 Field Service, 4 national General Service), along with a police component with a current authorized strength of 1,763 personnel, has a core mandate, as set out in Security Council resolution 2239 (2015), to support the development of leadership, internal management and accountability mechanisms of the Liberia National Police and the Bureau of Immigration and Naturalization as primary Liberian law enforcement agencies, as well as the Transnational Crime Unit and Drug Enforcement Agency as secondary partners, so that they can assume full security responsibilities from UNMIL by 30 June 2016. That will be achieved through mentoring, advisory and monitoring support to national institutions. During the 2016/17 period, the police component will consolidate its capacity-building, reform and development support for the Liberia National Police and the Bureau of Immigration and Naturalization, as well as for the Drug Enforcement Agency and the Transnational Crime Unit. In accordance with Security Council resolution 2239 (2015), the police component strength will be significantly reduced from an authorized strength of 1,515 (including 498 individual police officers and 8 formed police units) to 606 (including 3 formed police units by 30 June 2016. The deployment and coverage nationwide will be reduced from 15 current locations (including Monrovia) to 6 locations (including Monrovia). By 30 June 2016, the police component will have transitioned its foundational training support at the National Police Training Academy. In the light of the foregoing, and in the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of two P-4 posts for a Training Adviser and a United Nations Crime Management Adviser, respectively, is proposed.

Component 2: rule of law

51. The Mission's rule of law component will continue to provide targeted support to the Government of Liberia to further build capacity in justice, security and human rights, and to facilitate the implementation and enforcement of reforms and oversight mechanisms of the national justice and security sectors. The already strong partnership between UNMIL, UNDP and other entities of the United Nations country team will be strengthened by accelerating the implementation of the Global Focal Point Arrangement for police, justice and corrections, and by cultivating national ownership of security sector reform. UNMIL will also continue to undertake a coordination role with national and international partners to further enhance coherence across the justice and security sectors.

52. Emphasis will be given to consolidating the security transition process, including by supporting the implementation and enforcement of national laws and policy frameworks; enforcing civilian oversight; increasing accountability in the justice and security sectors and countering corruption; and enhancing the promotion and protection of human rights, which will further develop the capacity of justice, security and human rights institutions in the delivery of such services. In line with Security Council resolution 2239 (2015), the Mission will continue to advise the Government on security sector reform, police, justice and corrections, with a particular focus on developing the Government's leadership, internal management

and accountability mechanisms, including measures to prevent and address sexual and gender-based violence. In order to advance the Government's preparedness to protect civilians, the Mission will support it in preventing elections-related violence.

53. UNMIL will address, in a streamlined, unified and focused manner, the systemic issues and capability gaps in the delivery of justice services; the persistent destabilizing challenges of prolonged pretrial detention and corruption; and emergent justice and stability challenges posed by the upcoming presidential elections. UNMIL will also continue to support coordination across the criminal justice system, particularly with respect to the police and prosecution; further development of police capacity to respond to cases of sexual and gender-based violence; and the decentralization of administrative systems and institutional accountability mechanisms. In addition, the Mission will provide support to Government structures to implement and enforce gains in legal and policy reforms.

54. UNMIL will also assist with the development and implementation of strategies and plans, as well as programmes for incarcerated men and women who have been affected by sexual and gender-based violence, including both victims and perpetrators who need rehabilitation, in support of the Bureau of Corrections and Rehabilitation's contribution to reducing the risk of future offending by persons in custody as a result of sexual and gender-based crimes. The Mission's direct partnership with the Government will focus on strengthening Bureau of Corrections and Rehabilitation leadership and consolidating its capacity to implement the national strategic prisons plan and oversight mechanisms, thereby strengthening its ability to effectively manage prisons in a safe, secure and humane manner, consistent with international human rights standards and international best practices.

55. As part of the Mission's efforts to implement Security Council resolution 1325 (2000), it will support the Government of Liberia in integrating gender issues into policy development and the training of the security sector. The Mission will also continue to support Government efforts to combat sexual and gender-based violence and reduce impunity for such crimes.

56. UNMIL will also continue its efforts to support accountability for human rights violations, capacity-building of the Independent National Commission on Human Rights and further progress in the implementation of the National Human Rights Action Plan, in line with the Government's fulfilment of the State's human rights obligations under treaty bodies, special procedures and the universal periodic review mechanism. In addition, the Mission will undertake initiatives in support of civil society organizations and traditional leaders to promote the protection of human rights.

Expected accomplishments	*Indicators of achievement*
2.1 Implementation of the national security legislative and policy framework is effectively supported	2.1.1 Increase in the number of national justice actors with the skills of legal interpretation and codification to implement, comply with and operationalize into practice justice and security laws, policies and regulations related to security transition (2014/15: not applicable; 2015/16: not applicable; 2016/17: 25)

Outputs

- 4 advisory papers on implementing security and justice legislation (Police Act, Bureau of Immigration and Naturalization Act, Firearms and Ammunition Control Act and the Military Code of Justice) and 2 on the implementation of the National Law Reform Policy and on the implementation of the Legal Aid Policy
- 3 mentoring sessions and 3 advisory papers for the Liberia Anti-Corruption Commission, the Economic and Financial Fraud Division of the Ministry of Justice and the Judiciary on corruption mitigation and prosecution
- 2 briefing sessions, 1 capacity-building training and 2 advisory sessions on the development of sentencing guidelines for the Liberian criminal justice system, in line with international human rights standards with the Ministry of Justice, the judiciary, the Bureau of Corrections and Rehabilitation, the Law Reform Commission and the Governance Commission
- 2 reviews of the implementation of legislation expanding the jurisdiction of magisterial courts and reforming the jury system
- 3 review sessions with relevant justice actors (prosecutors, public defenders, judges, magistrates and clerks of court) on laws that have an impact on pretrial detention
- 52 advisory sessions for the Liberia National Police on the development and implementation of regulations and policies related to the Firearms and Ammunitions Control Act

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened capacity and systems in place within national justice and security institutions to deconcentrate the delivery of services	2.2.1 Increase in the number of national justice actors with skills for managing and disposing cases within constitutional and legislative requirements (2014/15: 115; 2015/16: 120; 2016/17: 180)
	2.2.2 Increase in the number of national justice actors with the prosecution and defence skills to dispose of sexual and gender-based violence cases (2014/15: 16; 2015/16: 26; 2016/17: 40)
	2.2.3 Increase in the number of Bureau of Corrections and Rehabilitation management staff with knowledge and skills for managing prisons, including the management of security incidents in line with international standards and application of accountability measures for violations (2014/15: not applicable; 2015/16: not applicable; 2016/17: 20)

Outputs

- 5 advisory sessions with justice actors within the Judicial Institute on training methodology, adult learning and presentation skills and case progression and management strategies for public defenders, clerks, probation officers and court inspectors
- 6 advisory sessions for justice service providers on addressing prolonged pretrial detention (2 for public defenders, 2 for prosecutors and 2 for judges)

- 1 workshop for the National Elections Commission, the judiciary and election administrators on electoral laws, elections dispute resolution mechanisms and the effective and timely disposition of electoral disputes
- 2 advisory sessions: one for judges on elections adjudication, decision-making in support of the right to vote and strengthened capacity for judicial oversight for free and fair elections; and one for the National Elections Commission and election administrators on electoral laws, administration, elections dispute resolution mechanisms and the effective and timely disposition of electoral disputes
- 1 workshop for State justice actors and private sector legal aid providers, including public defenders, the Association of Female Lawyers of Liberia, the Catholic Justice and Peace Commission, the Carter Center and other civil society organizations on the legal assistance policy
- 1 advisory session on case disposition for prosecutors of the Sexual and Gender-Based Violence and Human Trafficking Crimes Unit
- 100 individual planning sessions (4 each) for 25 senior staff of the Bureau of Corrections and Rehabilitation, based on the senior management course conducted during the 2015/16 period
- 104 advisory sessions with the Liberia National Police in support of effective and efficient investigative capacities (52), and decentralized institutional capacity to investigate and successfully prosecute sexual and gender-based violence and serious organized crimes (52)
- 12 advisory sessions with the Liberia National Police, court liaisons and prosecutors in support of their enhanced partnership, cooperation and coordination on the investigation and prosecution of cases
- 4 advisory sessions for Liberia National Police officers on legal standards for arrest and on investigations, particularly on preserving evidence and building case files
- 156 advisory sessions for Liberia National Police and Bureau of Immigration and Naturalization officers/personnel in support of the decentralization of administrative, human resources, facilities and fleet management capacities (52); leadership and the principles of delegated authority (52); and the decentralization of institutional accountability (52)

Expected accomplishments	*Indicators of achievement*
2.3 Progress in the protection of human rights is effectively supported	2.3.1 Increase in the number of State and civil society actors with knowledge of the universal periodic review recommendations and National Human Rights Action Plan measures and with advocacy skills to support the implementation of recommendations, including accountability measures (2014/15: 20; 2015/16: 23; 2016/17: 26)
	2.3.2 Commissioners and staff of the Independent National Commission on Human Rights have revised guidelines and templates for monitoring and reporting on human rights issues and recommending remedies for human rights concerns (2014/15: 2; 2015/16: 4; 2016/17: 6)

	2.3.3 Increase in the number of State and civil society actors with the knowledge and skills to advocate for the incorporation of human rights and gender-based approaches to laws, policies and programmes related to sexual and gender-based violence (2014/15: 16; 2015/16: 19; 2016/17: 22)

Outputs

- 12 working and advisory sessions with the National Human Rights Action Plan Steering Committee, including civil society organizations and Government actors on implementation of the Action Plan and recommendations of the universal periodic review
- 5 working sessions for Government human rights focal points, the Independent National Commission on Human Rights and civil society organizations on strengthening treaty reporting and supporting special procedures
- 2 advisory sessions for the Independent National Commission on Human Rights on monitoring, reporting, advocacy and follow-up actions for compliance with human rights standards on issues including pretrial detention and children in conflict with the law, implementation of the "Palava Hut Program" and advocacy for the implementation of other Truth and Reconciliation Commission recommendations
- 12 advisory sessions with the Liberia National Police, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation, the Judiciary and the Armed Forces of Liberia on mainstreaming and improving the implementation of human rights standards in institutional policies and operations
- 1 analytical public report on criminal accountability for sexual and gender-based violence, the remedial capacity of county-based task forces and gender mainstreaming mechanisms
- 12 advisory and working sessions for 10 state and civil society actors on monitoring, prevention, accountability and advocacy against sexual and gender-based violence, and on strengthening the protection of marginalized groups through implementation of relevant human rights standards, in collaboration with the Joint Programme on Sexual and Gender-Based Violence of the Government of Liberia and the United Nations
- 15 working and advisory sessions with civil society, community-based organizations and the Protection Partners Forum on strengthening human rights monitoring, reporting, advocacy and networking and empowering communities to address human rights concerns
- 5 working sessions for national traditional leaders and civil society organizations on the universality of human rights, respect for positive culture and measures to curtail harmful cultural practices, in collaboration with the Ministry of Internal Affairs

Expected accomplishments	*Indicators of achievement*
2.4 Progress in democratic governance and the oversight of the security sector is supported	2.4.1 National security actors have the drafting and analytical skills to develop a post-UNMIL national security strategy (2014/15: not applicable; 2015/16: not applicable; 2016/17: 20)
	2.4.2 Increase the number of civil society organizations engaging in formal security governance consultations and processes (2014/15: not applicable; 2015/16: not applicable; 2016/17: 40)

Outputs

- 2 pocket guides on human rights and protection of civilians for Liberian security sector personnel, including the basic rights of citizens
- 1 advisory paper on options for the review of the national security strategy, and 1 security sector reform retreat with national actors and international partners in support of the development of a strategy on post-UNMIL Liberian security
- 2 security sector reform seminars with the Liberian Civil Society Working Group on Security Sector Reform, Liberian universities and security sector participants in support of a strengthened national debate on security sector reform
- 1 curriculum and training handbook for Armed Forces of Liberia personnel on military justice, in collaboration with the Ministry of Defence and the Government of the United States of America
- 1 advisory support session for Liberian civil servants in security sector management, in collaboration with the Ministry of Justice, the Ministry of Defence and bilateral partners
- 2 reports on the development and reform priorities of the Liberia National Police (1) and the Bureau of Immigration and Naturalization (1), in collaboration with the Liberia National Police and the Bureau of Immigration and Naturalization
- 3 advisory sessions for justice and security actors on implementing legislated civilian oversight and inspection systems
- 2 advisory papers on best practices for leaders of legislative committees with responsibility for oversight of the security sector

External factors

Political will of executive, legislative and judicial branches to carry out reforms across justice and security sectors, including prioritization of institutional reform measures; adoption of legislation and regulations to establish an appropriate regulatory framework; effective coordination among Government institutions; effective and constructive engagement with civil society and other national stakeholders; adequate budgetary allocations for justice and security sector institutions, including efforts to secure increased donor support for sectors; Independent National Commission on Human Rights is allocated sufficient resources to implement its mandate throughout Liberia, maintains its independence and builds effective working relationships with other national actors to ensure implementation of its recommendations; full participation of Government and civil society in Steering Committee on the National Human Rights Action Plan

Table 3
Human resources: component 2, rule of law

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)									
Approved 2015/16	1	1	2	–	2	6	1	–	7
Proposed 2016/17	1	–	2	–	1	4	1	–	5
Net change	–	(1)	–	–	(1)	(2)	–	–	(2)
Corrections and Prison Advisory Unit									
Approved 2015/16	–	–	2	1	1	4	4	3	11
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(2)	(1)	(1)	(4)	(4)	(3)	(11)
Rule of Law and Security Institutions Support Service									
Approved 2015/16	–	–	–	–	–	–	–	–	–
Proposed 2016/17	–	1	7	3	1	12	6	6	24
Net change	–	1	7	3	1	12	6	6	24
Legal and Policy Reform Section									
Approved 2015/16	–	–	3	2	1	6	4	2	12
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(3)	(2)	(1)	(6)	(4)	(2)	(12)
Human Rights and Protection Service									
Approved 2015/16	–	1	4	1	2	8	4	2	14
Proposed 2016/17	–	1	3	1	1	6	3	2	11
Net change	–	–	(1)	–	(1)	(2)	(1)	–	(3)
Security Sector Reform Unit									
Approved 2015/16	–	–	1	1	–	2	–	1	3
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	(1)	–	(2)	–	(1)	(3)
Capacity-building and Mentoring Unit									
Approved 2015/16	–	–	4	1	–	5	4	–	9
Proposed 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(4)	(1)	–	(5)	(4)	–	(9)

	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Total inter-national	National staff[a]	United Nations Volunteers	Total
Total, rule of law									
Approved 2015/16	1	2	16	6	6	31	17	8	56
Proposed 2016/17	1	2	12	4	3	22	10	8	40
Net change	–	–	(4)	(2)	(3)	(9)	(7)	–	(16)

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 9 posts (12 abolished and 3 established)

National staff: net decrease of 7 posts (7 abolished)

United Nations Volunteers: no net change

Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)

International staff: decrease of 2 posts (abolishment of 1 Field Service post and redeployment of 1 D-1 post to the Rule of Law and Security Institutions Support Service)

57. The Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law), with its currently authorized staffing establishment of 7 posts (1 ASG, 1 D-1, 1 P-5, 1 P-4, 2 Field Service, 1 national General Service), provides strategic direction to the Rule of Law Pillar while ensuring intra- and inter-Mission as well as external coordination and close collaboration with the United Nations country team to deliver on mandate deliverables with respect to justice and security reform. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one Field Service post for an Administrative Assistant is proposed. In addition, the redeployment of one D-1 post to the proposed Rule of Law and Security Institutions Support Service is proposed.

Correction and Prison Advisory Unit

International staff: decrease of 4 posts (abolishment of 1 P-5 post and redeployment of 1 P-4, 1 P-3 and 1 Field Service post)

National staff: decrease of 4 posts (abolishment of 1 National Professional Officer and 2 national General Service staff posts and redeployment of 1 National Professional Officer post)

United Nations Volunteers: decrease of 3 positions (redeployment of 3 United Nations Volunteer positions)

58. The Correction and Prison Advisory Unit, with its currently authorized staffing establishment of 11 posts and positions (1 P-5, 1 P-4, 1 P-3, 1 Field Service, 2 National Professional Officer, 2 national General Service, 3 United Nations Volunteer), provides support to the Bureau of Corrections and Rehabilitation in re-establishing and strengthening the corrections system in Liberia. The Unit, with support from 32 Government-provided corrections personnel, also provides expert support to national prison authorities through monitoring, mentoring and advising on improvements to general prison conditions, building leadership, internal

management and accountability of prison staff, both in the counties and at the central level, as well as providing advice and strategic support to senior management of the prison system, including decision makers at the Ministry of Justice. In the context of the Mission's streamlined mandate and ongoing drawdown, the dissolution of the Corrections and Prison Advisory Unit is proposed. Accordingly, the abolishment of one P-5 post for a Chief Corrections Officer, one National Professional Officer post for a Rule of Law Officer and two national General Service staff posts for Administrative Assistants is proposed. In addition, the redeployment of one P-4, one P-3, one Field Service and one National Professional Officer post as well as three United Nations Volunteer positions to the proposed Rule of Law and Security Institutions Support Service is proposed.

Legal and Policy Reform Section

International staff: decrease of 6 posts (abolishment of 1 P-5, 2 P-3 and 1 Field Service post and redeployment of 2 P-4 posts)

National staff: decrease of 4 posts (abolishment of 2 National Professional Officer posts and redeployment of 1 National Professional Officer post and 1 national General Service staff)

United Nations Volunteers: decrease of 2 positions (abolishment of 1 United Nations Volunteer position and redeployment of 1 United Nations Volunteer position)

59. The Legal and Policy Reform Section, with its currently authorized staffing establishment of 12 posts and positions (1 P-5, 2 P-4, 2 P-3, 1 Field Service, 3 National Professional Officer, 1 national General Service, 2 United Nations Volunteer), promotes the development and strengthening of policy on critical cross-cutting justice and security issues, including the development of effective regulatory frameworks for the justice and security sectors. It also supports the enhancement of overarching legislative reform related to those sectors, the constitution reform process and initiatives for more systematic and effective coordination among relevant national entities. In the context of the Mission's streamlined mandate and ongoing drawdown, the dissolution of the Legal and Policy Reform Section is proposed. Accordingly, the abolishment of one P-5 post for a Senior Judicial Affairs Officer, two P-3 posts for Judicial Affairs Officers, one Field Service post for an Administrative Assistant, two National Professional Officer posts for Judicial Affairs Officers and one United Nations Volunteer position for a Rule of Law Officer is proposed. In addition, the redeployment of two P-4, one National Professional Officer and one national General Service staff post to the Rule of Law and Security Institutions Service is proposed.

Human Rights and Protection Section

International staff: decrease of 2 posts (abolishment of 1 P-4 and 1 Field Service post)

National staff: decrease of 1 post (abolishment of 1 national General Service staff post)

60. The Human Rights and Protection Service, with its currently authorized staffing establishment of 14 posts and positions (1 D-1, 1 P-5, 3 P-4, 1 P-3, 2 Field Service, 3 National Professional Officer, 1 national General service, 2 United Nations Volunteer), promote, protect and monitor human rights in Liberia, with

particular emphasis on violations and abuses committed against children and women, including sexual and gender-based violence. The Service also supports the strengthening of efforts by the Government of Liberia to combat sexual and gender-based violence and impunity. The Service also provides a field presence for the Office of the United Nations High Commissioner for Human Rights (OHCHR) to support the human rights agenda of the Government of Liberia by strengthening its capacity to meet its international human rights obligations, supporting human rights oversight mechanisms and mainstreaming human rights in United Nations country team engagements. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-4 post for a Human Rights Officer and one Field Service post and one national General Service staff post for Administrative Assistants is proposed. Recognizing the centrality of human rights in all national processes and in the Mission's engagements, the Service will maintain its responsibilities to support national and United Nations partners in the application of a human rights-based approach, including human rights mainstreaming, institution-building and the implementation of the Human Rights Due Diligence Policy and Rights Up Front. Priority will be given to addressing sexual and gender-based violence, which continues to be a serious concern in Liberia, in addition to supporting the Government in meeting its treaty body human rights obligations and in fulfilling its universal periodic review and special procedures commitments.

Security Sector Reform Unit

International staff: decrease of 2 posts (abolishment of 1 P-3 post and redeployment of 1 P-4 post)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position)

61. The Security Sector Reform Unit, with its currently authorized staffing establishment of two posts and one position (1 P-4, 1 P-3, 1 United Nations Volunteer), coordinate support to the development and implementation of the national security strategy as well as serve as the secretariat for the UNMIL/United Nations country team security sector reform coordination mechanisms. In the context of the Mission's streamlined mandate and ongoing drawdown, the dissolution of the Security Sector Reform Unit is proposed. Accordingly, the abolishment of one P-3 post for a Rule of Law Officer is proposed. In addition, the redeployment of one P-4 post and one United Nations Volunteer position is proposed.

Capacity-building and Mentoring Unit

International staff: decrease of 5 posts (abolishment of 3 P-4 posts and redeployment of 1 P-4 and 1 P-3 post)

National staff: decrease of 4 posts (abolishment of 1 national General Service staff post and redeployment of 2 National Professional Officer posts and 1 national General Service staff post)

62. The Capacity-building and Mentoring Unit, with its currently authorized staffing establishment of nine posts (4 P-4, 1 P-3, 2 National Professional Officer, 2 national General Service), seeks to address systematic weaknesses and capacity gaps of national actors in the justice and security sector through the mentoring of

county attorneys and public defenders in pilot cases dealing with issues such as sexual and gender-based violence and complex criminal cases as well as in key aspects of the criminal justice process. The Unit also developed the capacity of justice and security institutions, including leadership and management at the central level. In the context of the Mission's streamlined mandate and ongoing drawdown, the dissolution of the Capacity-building and Mentoring Unit is proposed. Accordingly, the abolishment of three P-4 posts for Judicial Affairs Officers and one national General Service staff post for a Team Assistant is proposed. In addition, the redeployment of one P-4, one P-3, two National Professional Officer posts and one national General Service staff post is proposed.

Rule of Law and Security Institutions Support Service

International staff: increase of 12 posts (establishment of 1 P-5, 1 P-4 and 1 P-3 post and redeployment of 1 D-1, 5 P-4, 2 P-3 and 1 Field Service post)

National staff: increase of 6 posts (redeployment of 4 National Professional Officer posts and 2 national General Service staff posts)

United Nations Volunteers: increase of 6 positions (establishment of 1 United Nations Volunteer position and redeployment of 5 United Nations Volunteer positions)

63. In the context of the Mission's streamlined mandate and ongoing drawdown, and in order to support security sector reform efforts, particularly with respect to developing the capacity of the leadership, internal management and accountability mechanisms of institutions and maximizing the impact of mandate implementation in order to sustain well-functioning and accountable rule of law institutions, UNMIL proposes to consolidate its security sector reform, judicial affairs and corrections specialists into a single new Rule of Law and Security Institutions Support Service. As such, the dissolution of the Legal and Policy Reform Section, the Capacity-building and Mentoring Unit, the Correction and Prison Advisory Unit and the Security Sector Reform Unit is proposed. In so doing, the Mission will maintain qualified expertise across the three functional areas in the Service, reapportion existing resources and reduce overall staffing and administrative support. The establishment of the Rule of Law and Security Institutions Support Service will streamline and forge increased interconnectedness between security and justice and across the three functional areas of security sector reform, judicial affairs and corrections.

64. The Service will be headed by a Principal Rule of Law Officer at the D-1 level, to be accommodated through the redeployment of one D-1 post from the Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law). The Principal Rule of Law Officer will be responsible for bringing coherence to security sector reform and justice efforts, and for providing oversight to ensure synergy between and among security sector reform, judicial affairs and corrections. The Principal Rule of Law Officer will be supported by a staffing establishment of 24 posts and positions comprising:

(a) One Corrections Officer (P-4) and one Training Officer (National Professional Officer), one Corrections Officer (P-3), one Reporting Officer (United Nations Volunteer), two Corrections Trainers (United Nations Volunteer) and one Administrative Assistant (Field Service), accommodated through the redeployment of the related posts and positions from the Corrections and Prison Advisory Unit;

(b) Four Judicial Affairs Officers (1 P-4, 1 P-3, 2 National Professional Officer) and one Team Assistant (national General Service), accommodated through the redeployment of the related posts from the Capacity-building and Mentoring Unit;

(c) Three Judicial Affairs Officers (1 P-4, 1 National Professional Officer, 1 United Nations Volunteer) one Legal Adviser (P-4) and one Team Assistant (national General Service), to be accommodated through the redeployment of the related posts and positions from the Legal and Policy Reform Section;

(d) One Security Sector Reform Adviser (P-4) and one Security Sector Reform Programme Officer (United Nations Volunteer), to be accommodated through the redeployment of the related post and position from the Security Sector Reform Unit;

(e) The establishment of one Senior Security Sector Reform Officer (P-5), one Judicial Affairs Officer (P-4), one Security Sector Reform Officer (P-3) and one Associate Security Sector Reform Officer (United Nations volunteer) is proposed.

65. The Rule of Law and Security Institutions Support Service will support the Government in its efforts to implement its justice and security legislative and policy architecture, building on and advancing the sustainability of previous reforms. The Service will provide advisory and strategic support to the Government of Liberia on advancing oversight and management mechanisms for military justice and other security providers, public prosecutors, judiciary and prisons; reducing pretrial detention; mitigating electoral violence through planning for judicial and security institutional preparedness; and advancing sustainable prison and case management. In coordination with the United Nations country team, the Service will assist the Government in anti-corruption efforts and in implementing provisions of the Agenda for Transformation, the national security strategy and sustained implementation of the National Strategic Prisons Plan 2015-2018. The Service will also provide expert support to national prison authorities through monitoring and advising on improvements to general prison conditions, and through the provision of advice and strategic support to senior management of the prison system, including decision makers at the Ministry of Justice. The Service will provide advice to support the Government in its preparations for a lifting of the arms sanctions regime through accelerating efforts to implement measures on the proper management of arms and ammunitions, including the effective monitoring and management of the country's border regions and the registering and tracking of arms and materiel used and imported by the Government's security forces. With the reorganization of county support in the Mission, the Service will provide support to Rule of Law Officers deployed to the Mission's remaining field offices in order to support efforts to enhance the capacity and capability of justice and security sector actors and district and county security councils in the regions.

Component 3: peace consolidation

66. In accordance with Security Council resolution 2239 (2015), UNMIL will intensify its good offices and political support to the Government of Liberia in advancing critical reforms for long-term peace and stability in the areas of constitutional reform, deconcentration, national reconciliation and social cohesion, as well as in land reforms and natural resources management. Continued attention to combating sexual and gender-based violence, mainstreaming gender equality and

the implementation of Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security will remain central to mandate implementation.

67. Fair and credible electoral processes are critical for social cohesion, peace and political stability in Liberia. Consequently, UNMIL will also provide good offices and political support for maintaining an environment conducive to a peaceful, inclusive and participatory constitutional referendum as well as presidential and legislative elections in 2017. That will include assisting the National Elections Commission in adhering to timelines, the electoral law and procedures in preparing for the referendum and for presidential and legislative elections. UNMIL will also provide advice to the Commission and civil society organizations on the conduct of effective and widespread civic education activities while also continuing to advocate for the increased participation of women.

68. UNMIL will continue to seek progress in critical governance and land reforms and in natural resources management. The Mission will use its good offices and political engagement to support efforts to build public trust in the Government and its institutions, to strengthen institutional accountability and transparency and to promote equitable decentralized service delivery. The Mission will support the rollout of county service centres as the key platform for the Government's deconcentration process, including support in strengthening institutional systems, and critical assessments to provide information, guidance and recommendations to Ministry of Internal Affairs and county officials in the delivery of basic services at the local level.

69. The Local Government Act, once enacted, will provide the legal framework for decentralization and will reshape the structure of county governance, accountability and service delivery. UNMIL will monitor the legislative consultative processes leading to its enactment to ensure the inclusion of stakeholder views, both at national and county levels. That will include advocating for inclusive and participatory dialogue as it pertains to sustainable institution-building for service delivery, peace and stability.

70. Addressing the recovery aspects of the Ebola health crisis will require continued support, especially in areas where the crisis has strained social cohesion at the community level or rolled back advances in the empowerment of rural communities, including rural women. UNMIL will support inclusiveness in the national dialogue, particularly to enhance forums that address the negative impact of the Ebola crisis. UNMIL will actively engage in promoting the rights and needs of women and girls, the segment of the population most affected by the crisis.

71. In the context of a more integrated and effective national reconciliation strategy, the Mission will continue its advocacy and engagement to address the root causes of conflict and long-standing grievances. UNMIL will continue to support alternative dispute resolution and early warning mechanisms for conflict prevention and management, as well as institutional efforts to address local conflicts and the implementation of adopted land reform legislation and policies. Those include support to integrated peace committees and the "Palava Hut Program", a key feature of the Strategic Road Map for National Healing, Peacebuilding and Reconciliation. The Road Map is expected to undergo a revision during the 2015/16 period, and UNMIL will engage with partners in the United Nations system, including the Peacebuilding Fund, to ensure continued attention is given to strengthening local

conflict management and mitigation capacities and to inclusive citizen participation in the reconciliation process.

72. As part of the Mission's protection of civilians mandate, UNMIL will support the Government in strengthening national capacity to establish and manage early warning and response mechanisms that incorporate risk reduction for natural disasters and man-made emergencies.

73. In addition, in order to continue building the trust of the population in the Mission's consolidation and drawdown, the Mission, through quick-impact projects, will support initiatives to address peace and stability deficits among particularly vulnerable communities and to build confidence in the enhanced presence of State institutions, particularly for the delivery of deconcentrated civil, security and justice services, including in the border areas.

Expected accomplishments	*Indicators of achievement*
3.1 Strengthened national capacity to conduct a peaceful and credible constitutional referendum in 2016/17 and to prepare for the presidential and legislative elections in 2017	3.1.1 Best practices, policies and lessons learned related to the preparation and conduct of the national constitutional referendum, as well as presidential and legislative elections, including women's participation, and the resolution of electoral disputes are accessible to the National Elections Commission
	3.1.2 The National Elections Commission has the skills to develop comprehensive security and logistics plans and budgets for managing the constitutional referendum, as well as presidential and legislative elections

Outputs

- 1 stakeholder forum to promote the effective participation of civil society, particularly women and youth, in the preparation and conduct of the constitutional referendum, in collaboration with the National Elections Commission, the National Civil Society Council of Liberia, UNDP, UN-Women and UNICEF
- 2 consultative forums with the Independent National Commission on Human Rights and civil society in support of human rights and gender-friendly voter education, and the effective monitoring and reporting of the conduct of the referendum
- 1 advisory paper for the National Elections Commission on technical aspects of the national referendum, including the streamlined and clear presentation of ballots, and guidelines for staff conducting both the referendum and legislative and presidential elections, in collaboration with UNDP
- 2 advisory papers for the National Elections Commission on constitutional reform proposals and provisions of the electoral law to be put forward for the referendum, and on the legislative and presidential elections
- 1 report for the National Elections Commission on the legislative and regulatory processes related to elections, including complaints procedures, in collaboration with UNDP
- 1 review for the National Elections Commission on security arrangements for the referendum, in collaboration with UNDP

- 2 workshops on increasing women's participation in elections processes, facilitated in collaboration with the Ministry of Gender, Children and Social Protection, the National Elections Commission, non-governmental women's organizations, UN-Women and UNDP
- 10 county forums on increasing women's participation in elections processes, in collaboration with UN-Women, the Ministry of Gender, Children and Social Protection, the National Elections Commission and non-governmental women's organizations

Expected accomplishments	*Indicators of achievement*
3.2 Implementation of critical governance and land reforms and natural resources management is effectively supported	3.2.1 Increase in the number of civil society and community stakeholders informed of laws, roles and responsibilities for service delivery derived from the deconcentration process (2014/15: not applicable; 2015/16: 5; 2016/17: 10)
	3.2.2 Best practices and procedures for the implementation of civil service reform and the Local Governance Act are available to the Government of Liberia and community stakeholders

Outputs

- 1 assessment of the implementation of the Local Governance Act and citizen access to deconcentrated services, with a focus on county service centres, in collaboration with the Ministry of Internal Affairs, the Governance Commission, the Ministry of Health, the Ministry of Education and UNDP
- 1 analytical report on the adoption of audits prepared during the fiscal year, including the number of corruption cases investigated, in collaboration with the General Audit Commission, the Liberia Anti-Corruption Commission, the World Bank, UNDP and the International Monetary Fund
- 1 consultative stakeholders forum on civil service reform, in collaboration with the Civil Service Agency, the Liberia Institute for Public Administration, the Governance Commission, UNDP and UN-Women
- 5 consultative stakeholders forums on the implication of the Land Rights Act on citizens' access to and ownership of land, in collaboration with the Land Commission and the United Nations Human Settlements Programme (UN-Habitat)

Expected accomplishments	*Indicators of achievement*
3.3 Increased capacity of national institutions to pursue inclusive national reconciliation and social cohesion	3.3.1 National institutions, concessions, civil society organizations and communities have knowledge of and access to alternative dispute resolution approaches (2014/15: 6; 2015/16: 12; 2016/17: 21)
	3.3.2 Integrated peace committees have standard terms of reference and guidelines for their effective functioning (2014/15: 7; 2015/16: 11; 2016/17: 15)

Outputs

- 1 analytical paper on concession programmes, including their impact on affected communities and on community conflict management, in collaboration with the National Bureau of Concessions, the Liberian Land Authority and UN-Habitat

- 1 consultative forum on progress in the implementation of the revised Strategic Road Map for National Healing, Peacebuilding and Reconciliation, and 1 analytical report on local capacity for social cohesion and resilience, in collaboration with the Ministry of Internal Affairs, UNDP and UN-Women
- 1 assessment of the performance of early warning and response mechanisms related to conflict prevention and disaster risk reduction, in collaboration with the Ministry of Internal Affairs and UNDP
- 1 report on the implementation and application of community alternative dispute resolution mechanisms related to land conflicts and community strife, in collaboration with the Ministry of Justice
- 1 workshop on the effective management and implementation of disaster risk reduction and response related to the Government's policy on disaster risk reduction and management for the Ministry of Internal Affairs and the National Disaster Management Agency
- 1 stakeholder forum to promote the participation of civil society, including women and youth, in national reconciliation, in collaboration with the National Civil Society Council of Liberia, the Traditional Council of Liberia, the Peacebuilding Office, UNDP, UNICEF and UN-Women
- 70 quick-impact projects in support of peace consolidation, including reconciliation, governance, service delivery and rule of law, with an emphasis on gender-sensitive initiatives, alternative livelihood generation initiatives and capacity development at community, organizational and institutional levels

External factors

Political will to advance critical reform processes: political will and institutional capacity to address corruption and improve transparent governance practices; Government capacity to undertake institutional reforms and effective support among national actors for their implementation; political will and capacity to revise Strategic Road Map for National Healing, Peacebuilding and Reconciliation; political space for effective participation of popular participation in critical reform processes; legislative enactment and implementation of critical reforms

Table 4
Human resources: component 3, peace consolidation

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)									
Approved 2015/16	1	–	2	2	3	8	6	1	15
Proposed 2016/17	1	–	2	1	3	7	6	–	13
Net change	–	–	–	(1)	–	(1)	–	(1)	(2)
Gender Adviser Unit									
Approved 2015/16	–	–	1	1	–	2	2	2	6
Proposed 2016/17	–	–	1	1	–	2	2	1	5
Net change	–	–	–	–	–	–	–	(1)	(1)

	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Total international	National staff[a]	United Nations Volunteers	Total
Peace Consolidation Service									
Approved 2015/16	–	1	8	5	3	17	11	3	31
Proposed 2016/17	–	1	4	4	1	10	7	3	20
Net change	–	1	(4)	(1)	(2)	(7)	(4)	–	(11)
Field Support Team									
Approved 2015/16	–	–	–	–	–	–	–	–	–
Proposed 2016/17	–	–	1	1	–	2	–	2	4
Net change	–	–	1	1	–	2	–	2	4
Regional Field Offices (former County Offices)									
Approved 2015/16	–	–	–	–	–	–	–	–	–
Proposed 2016/17	–	–	5	9	–	14	19	23	56
Net change	–	–	5	9	–	14	19	23	56
Total, peace consolidation and support									
Approved 2015/16	1	1	11	8	6	27	19	6	52
Proposed 2016/17	1	1	13	16	4	35	34	29	98
Net change	–	–	2	8	2	8	15	23	46

[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 8 posts

National staff: net increase of 15 posts

United Nations Volunteers: net increase of 23 positions

Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)

International staff: net decrease of 1 post (abolishment of 1 P-4 and 1 P-3 post and redeployment of 1 P-4 post)

National staff: no net change (abolishment of 1 national General Service Staff post and redeployment of 1 National professional Officer post)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

74. The Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator), with its current staffing of 14 posts and 1 position (1 ASG, 1 P-5, 1 P-4, 1 P-3, 1 P-2, 3 Field Service, 2 National Professional Officer, 4 national General Service, 1 United Nations Volunteer), provides policy advice and strategic support to the Deputy Special Representative of the Secretary-General with respect to his/her responsibilities related to the consolidation of peace and security for Liberia, particularly constitutional and institutional reforms, as well as with respect to reconciliation and the post-Ebola virus disease crisis. The Office also

provides support to the Deputy Special Representative with regard to his/her responsibilities in overseeing the implementation of the Mission's gender mandate and quick-impact projects programme. The Office also ensures inter-Mission and external coordination, including with the United Nations country team and international partners, on issues related to peace consolidation. In the context of the Mission's streamlined mandate and ongoing drawdown, the redeployment of the Field Support Team to the Peace Consolidation and Support Pillar, reporting directly to the Deputy Special Representative of the Secretary-General (Peace Consolidation/ Resident Coordinator) in order to reinforce the integration between the Pillar, field offices and the United Nations country team on the implementation of governance reforms, conflict prevention and management, early warning and disaster risk reduction and management and post-Ebola virus disease crisis recovery is proposed. In that connection, it is proposed that the Office of the Deputy Special Representative be strengthened with two Relief, Recovery and Rehabilitation Officers to be accommodated through the redeployment of one P-4 and one National Professional Officer post from the Peace Consolidation Service. The Relief, Recovery and Rehabilitation Officers will enhance the capacity of the Office of the Deputy Special Representative to support longer-term post-Ebola recovery. That requires knowledge of reform, recovery, policy development and legislative processes, the ability to support the development and implementation of quick-impact projects and collaboration with the United Nations country team. At the same time the abolishment of one P-4 and one P-3 post for Civil Affairs Officers, one national General Service staff post for an Administrative Assistant and one United Nations Volunteer for a Special Assistant is proposed.

Gender Adviser Unit

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

75. The Gender Adviser Unit, with its currently authorized staffing establishment of four posts and two positions (1 P-4, 1 P-3, 1 National Professional Officer, 1 national General Service, 2 United Nations Volunteer), provides advice to Mission leadership on gender mainstreaming, including liaison and advocacy with Mission components and the United Nations country team, to promote initiatives and actions to combat sexual and gender-based violence. In the context of the Mission's streamlined mandate and ongoing drawdown, including the consolidation of County Offices, the abolishment of one United Nations Volunteer position is proposed. With the streamlined mandate of the Mission and the increased capacity within the United Nations country team to address gender issues, the Unit will focus on advocacy and facilitating gender mainstreaming and implementation of Security Council resolution 1325 (2000) and related resolutions on women, peace and security within the Mission, while continuing to support local women's initiatives and gender justice in cooperation with the United Nations country team.

Peace Consolidation Service

International staff: decrease of 7 posts (abolishment of 1 P-5, 2 P-4, 1 P-3, 2 Field Service posts and redeployment of 1 P-4 post to the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator))

National staff: decrease of 4 posts (abolishment of 1 National Professional Officer post and 2 national General Service staff posts and redeployment of 1 National Professional Officer post to the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator))

76. The Peace Consolidation Service is responsible for assisting the Special Representative of the Secretary-General in the exercise of good offices with respect to the Government of Liberia and other national stakeholders in support of critical political and institutional reforms required to strengthen structures and institutions of democratic and accountable governance, including in the justice and security sectors. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-5 post for a Senior Civil Affairs Officer, two P-4, one P-3 and one National Professional Officer post for Civil Affairs Officers, two Field Service posts for Administrative Assistants and two national General Service staff posts for Team Assistants is proposed. In addition, the redeployment of one P-4 and one National Professional Officer post to the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/ Resident Coordinator) is proposed.

Field Support Team

International staff: increase of 2 posts (redeployment of 1 P-4 and 1 P-3 from the Office of the Special Representative of the Secretary-General)

United Nations Volunteers: increase of 2 positions (redeployment of 2 United Nations Volunteer positions from the Office of the Special Representative of the Secretary-General and County Offices, respectively)

77. The Field Support Team coordinates the Mission's field offices in order to ensure a coherent approach to implementing the Mission's mandate and maintaining liaison with United Nations partners at the county level. The Team supports implementation of the "One UN" initiative at the county level by harmonizing operational efficiency, optimizing resource utilization and strengthening management and accountability in support of mandate delivery. In the context of the Mission's streamlined mandate and ongoing drawdown, the redeployment of the Field Support Team from Executive Direction and Management to the Peace Consolidation and Support Pillar along with one P-4 and one P-3 post for Coordination Officers and one United Nations Volunteer position for an Associate Liaison Officer, as well as one United Nations Volunteer position from the County Office, is proposed.

Regional Field Offices

International staff: increase of 14 posts (redeployment of 5 P-4, 6 P-3 and 3 P-2 posts from Executive Direction and Management)

National staff: increase of 19 posts (establishment of 12 National Professional Officer posts and redeployment of 2 National Professional Officer posts and 5 national General Service staff posts)

United Nations Volunteers: increase of 23 positions (establishment of 9 National United Nations Volunteer positions and redeployment of 14 United Nations Volunteer positions)

78. The Mission's field structure is intended to ensure a coherent approach to the Mission's mandate implementation and all United Nations interventions and activities at the county level. It also supports implementation of the "One UN" initiative. Heads of Field Office were appointed on 1 December 2008 to each of the 15 counties to coordinate UNMIL and the broader United Nations activities in support of national recovery and to enhance the effectiveness and efficiency of the United Nations field presence. As at 1 July 2015, four UNMIL field offices had been consolidated into two multi-county field offices, each covering two counties. It is envisaged that by 30 June 2016 the remaining nine counties' field offices will be consolidated into five Regional Field Offices. In that connection, it is proposed that the staff of the County Offices be redeployed from Executive Direction and Management to the Peace Consolidation and Support Pillar along with five P-4 posts for Heads of Field Office; two P-3 posts, one National Professional Officer post and five United Nations Volunteer positions for Civil Affairs Officers; two P-3 posts and four United Nations Volunteer positions for Human Rights Officers; two P-3 posts for Public Information Officers; three P-2 posts for Associate Human Rights Officers; one National Professional Officer post and five United Nations Volunteers positions for Rule of Law Officers; and five national General Service staff posts for Team Assistants. In addition, the establishment of four National Professional Officer posts and nine National United Nations Volunteer positions for Civil Affairs Officers, six National Professional Officer posts for Human Rights Officers and two National Professional Officer posts for Public Information Officers is proposed. In order to reflect the consolidation of the Mission's field offices, it is proposed that County Offices be renamed Regional Field Offices.

79. The work of UNMIL Regional Field Offices during the 2016/17 financial period aligns with the focus of the Mission and would concentrate on the extension of mentoring, advocacy and good offices to support the sustainability of security sector reform and transition; consolidation and extension of deconcentrated governance, national justice and security sector services to the county level; critical reform processes, natural resource management and national reconciliation; and to address issues of impunity and accountability through promoting integrity mechanisms and human rights. In so doing, the offices would increase the integration of operations, particularly to effectively address the nexuses between justice and security and between governance and the rule of law, and to enhance coordination and collaboration with the United Nations country team.

Component 4: mission support

80. The UNMIL Mission Support Component will continue to provide efficient services to all personnel to enable them to perform the Mission's mandate.

81. The Support Component will continue to offer transportation services, including air, road and sea transport, and maintain Mission facilities and equipment. Other support services include medical services; the capability to evacuate at all times, including to hospitals outside the Mission area; the maintenance of grounds and premises to ensure an acceptable working environment for all UNMIL personnel; refurbishing camps; providing cleaning services and environmental clean-up; complying with minimum operating security standards/minimum operating residential security standards; and repairing and renovating fences and other security structures. The Mission also plans to continue enhancing security for United Nations equipment and personnel by installing additional closed-circuit cameras to reduce pilferage, conducting regular security risk assessments and ensuring that security services are provided to all United Nations premises at all times. UNMIL communications and information technology infrastructure will be maintained with a focus on providing seamless connectivity at all times. The Conduct and Discipline Team will continue to ensure all United Nations personnel and the local populations living near UNMIL installations are well versed in the zero tolerance policy regarding sexual exploitation and abuse. That will be achieved through the training of all new personnel and refresher courses plus the provision of sensitization sessions to the local population. The HIV/AIDS team will also continue with training and sensitizing UNMIL personnel. Other services will include the provision of rations, fuel, expendable materials and equipment that will enable personnel to perform their duties.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	4.1.1 Reduction by 7 per cent in reported cases of theft and pilferage (2014/15: 47; 2015/16: 130; 2016/17: 121) (Note that number of cases in 2014/15 was very low owing to low operation levels because of Ebola)
	4.1.2 Continuation of National Staff Capacity-building Programmes with further increased diversification of programmes (Number of staff members certified: 2014/15: 151; 2015/16: 150; 2016/17: 125)
	4.1.3 Inclusion of protection of civilians and Umoja briefings in 100 per cent of all induction programmes for newly arriving peacekeepers and the offering of at least 10 workshops targeting a minimum of 200 UNMIL staff (Number of staff to be trained: 2015/16: 250; 2016/17: 200)
	4.1.4 Increase in the percentage of UNMIL personnel completing mandatory courses (2014/15: 35; 2015/16: 80; 2016/17: 95)

	4.1.5 Maintain a low number of major car accidents (accidents with a repair cost of more than $500) (2014/15: 23; 2015/16: 20; 2016/17: 15)
	4.1.6 Conduct sexual exploitation and abuse training in 8 counties to ensure increased adherence to expected standards of conduct, including the United Nations zero tolerance policy regarding sexual exploitation and abuse for all personnel

Outputs

Service improvements

- Install an additional 20 closed-circuit television cameras in various UNMIL premises and increase data storage equipment to enhance security with the aims of reducing pilferage and theft of United Nations assets and of enhancing security for UNMIL personnel
- Implement National Staff Capacity-building Programmes in five knowledge areas (management, information technology, logistics, entrepreneurship/vocational skills and international relations) targeting 125 national staff members for certification
- Implement induction programmes in which 100 per cent of all new personnel will undergo training in protection of civilians
- Enhance the monitoring and follow-up of compliance with all online and instructor-led United Nations mandatory programmes by maintaining an up-to-date database
- Achieve a reduction in serious damaging incidents to communications and information technology equipment by deploying power and event-monitoring tools for closer monitoring of power availability in all the rooms holding such equipment
- Conduct "all terrain driving" training for 100 per cent of new UNMIL personnel issued driving licences
- Enhance flight safety operations and efficient flight following services by entering into a contract with satellite tracking services to operationalize electronic satellite tracking systems in 6 military helicopters
- Ensure that all personnel are made aware of the standards of conduct required of them through mandatory induction training and at least 30 sensitization activities and 30 refresher training courses, which should result in fewer violations, including cases of serious misconduct such as sexual exploitation and abuse
- Carry out 20 sensitization training sessions for communities (schools, media practitioners and religious and traditional leaders) on sexual exploitation and abuse and distribute T-shirts, flyers and pamphlets to the members of communities within the UNMIL installations in order to increase awareness of United Nations standards of conduct, especially its policy of zero tolerance regarding sexual exploitation and abuse, and provide them with information on where to report violations
- Put in place multiple accessible and effective detection and reporting mechanisms for both UNMIL personnel and communities, and address complaints in accordance with United Nations rules and regulations; ensure that all reports of misconduct are reviewed and acted upon within 15 days of receipt; and also ensure that at least 500 community leaders and opinion shapers within or next to UNMIL installations in the region know of and can access at least 2 reporting mechanisms

- Ensure high availability and secure access to enterprise systems, internet and network resources and voice services from anywhere for client support and operational requirement of all UNMIL components (2016/17: 95 per cent)

- The Conduct and Discipline Team will continue to work with the Government of Liberia in the Joint Programme on Sexual and Gender-Based Violence to support victims, in accordance with the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel, as set out in General Assembly resolution 62/214

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 1,190 military contingent personnel, 50 military observers, 226 United Nations police officers and 380 formed police personnel

- Storage and supply of 1,353.04 tons of rations, 14 days of combat rations and water for military contingent and formed police personnel in 32 locations

- Administration of an average of 1,011 civilian staff, comprising 294 international staff, 560 national staff, and 143 International United Nations Volunteers and 14 National United Nations Volunteers (26 Government-provided personnel are proposed for 2016/17)

- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and disciplinary action; 100 per cent of UNMIL personnel attend induction training on arrival to the Mission and refresher training every six months, conducted or overseen by Conduct and Discipline Team personnel

Facilities and infrastructure

- Maintenance and repair of 13 military/formed police unit sites, 2 United Nations Police premises and 21 civilian staff premises in 36 UNMIL locations

- Cleaning, garbage collection and fumigation services for all UNMIL locations

- Operation and maintenance of 21 United Nations-owned water purification plants in 10 locations

- Maintenance and operation of 186 United Nations-owned generators in use or in stock at all UNMIL locations

- Maintenance and renovation of 480 km of roads (main supply route and secondary supply route)

- Maintenance and repair of 6 airfields, 7 airfield terminals and 17 helicopter landing sites

- Maintenance and operation of 6 United Nations-owned waste-water purification plants

- Storage and supply of 7.58 million litres of diesel petrol, oil and lubricants for generators

- 100 per cent physical verification of United Nations-owned equipment

- Verification and monitoring of 100 per cent of major contingent-owned equipment (approximate 1,300 items) and 22 self-sustainment categories of 7 military contingent and 3 formed police units comprising 1,190 military and 380 formed police unit personnel, on a quarterly basis

- 100 periodic inspections and 20 operational readiness inspections to assess the capabilities of major equipment and self-sustainment standards of military and formed police units

- Submission of 80 contingent-owned equipment verification reports to headquarters to facilitate the reimbursement to UNMIL troop- and formed police unit-contributing countries, involving 520 man-days on inspections (360 civilian personnel and 160 military staff officers)
- Submission of four quarterly overview analysis reports on Mission-wide assessments of contingent-owned equipment capabilities and performance
- 2 meetings of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board
- Conduct 48 field inspections and monitor environmental clean-up activities before initial and final joint inspections for handover of land and property to the Government of Liberia
- Raise awareness through training sessions to 300 participants from the military, formed police units and civilians on occupational health and safety and environment and waste management
- Certify 36 environmental clearance actions in compliance with Department of Peacekeeping Operations/ Department of Field Support environmental rules and regulations for all camps occupied by UNMIL uniformed personnel
- Ensure safe disposal of waste and obtain 5 land-use agreements from the Government for the disposal of waste

Ground transportation

- Operations and maintenance of a fleet of 584 United Nations-owned vehicles, including armoured vehicles, buses, trucks, engineering vehicles, trailers and material-handling equipment, at 7 workshops in 6 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg and Gbarnga), 5 outsourcing repair and maintenance workshops and 1 panel-beating workshop
- Supply of 2.64 million litres of petrol, oil and lubricants for ground transportation
- Operation of a daily shuttle service 7 days a week for an average of 510 United Nations personnel per day from their accommodation to Mission offices

Air transportation

- Operation and maintenance of 1 fixed-wing and 7 rotary-wing aircraft, including 6 military-type aircraft
- Supply of 2.66 million litres of aviation fuel for air operations support aircraft (1 fixed-wing aircraft and 7 rotary-wing aircraft)
- 3,366 flight hours (794 for 1 fixed-wing aircraft and 2,572 for 7 rotary-wing aircraft) including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other flights

Naval transportation

- Operation and maintenance of one coastal freighter
- Supply of 0.517 million litres of petrol, oil and lubricants for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 1 Earth station hub to provide voice, fax, video and data communications

- Support and maintenance of 6 very-small-aperture terminal systems, 23 telephone exchanges and 63 microwave links
- Support and maintenance of 52 very-high-frequency repeaters
- Support and maintenance of 1 FM radio broadcast station in 1 radio production facility

Information technology

- Support and maintenance of 19 servers, 484 desktop computers, 755 laptop computers, 160 printers/digital senders in all UNMIL locations
- Support and maintenance of 11 local area networks (LAN) and 1 wide area network (WAN) for 1175 users in all UNMIL locations
- Support and maintenance of the wireless area network
- Production, maintenance and distribution of 1,400 operational maps of various types, thematic maps, satellite image maps, digital maps and related geospatial services in support of the Mission's operations
- 10 rounds of half-day training in Global Positioning System/geographic information system and mapping-related training to Mission staff
- Provision of 33,750 square kilometres of coverage of geospatial data collection, creation and management, representing 100 per cent of the Mission's area of operation
- Provision of Internet-based mapping services to cover the Mission's area of operation for terrain analysis, visualization and management of Mission resources

Medical

- Operation and maintenance of 1 level II hospital in Monrovia, 4 level I clinics, 2 health posts and 10 emergency and first aid stations in various locations for all Mission personnel, staff of other United Nations agencies and the local civil population in emergency cases
- Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations, including to level IV hospitals in Ghana and South Africa
- Provide voluntary confidential counselling and testing for HIV services to Mission personnel
- Conduct HIV/AIDS awareness and prevention induction training for newly deployed peacekeepers and refresher training for Mission personnel who have two years in the Mission

Security

- Provision of security services 24 hours per day, 7 days per week for all Mission areas
- 24-hour close protection for senior Mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for all residences occupied by UNMIL personnel
- 150 information sessions on security awareness and contingency plans for all Mission staff
- Induction security training and primary fire training/drills for all new Mission staff

External factors

The above goals will be achieved if the current security situation continues in Liberia and the vendors supply the materials and goods in time for the projects to be implemented

Table 5
Human resources: component 4, support

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved 2015/16	–	–	3	1	1	5	1	–	6
Proposed 2016/17	–	–	3	–	1	4	1	–	5
Net change	–	–	–	(1)	–	(1)	–	–	(1)
Office of the Director of Mission Support and Deputy Director of Mission Support									
Approved 2015/16	–	2	14	20	42	78	122	48	248
Proposed 2016/17	–	2	9	18	33	62	84	31	177
Net change	–	–	(5)	(2)	(9)	(16)	(38)	(17)	(71)
Supply Chain Management									
Approved 2015/16	–	–	3	7	19	29	76	21	126
Proposed 2016/17	–	–	3	4	14	21	51	15	87
Net change	–	–	–	(3)	(5)	(8)	(25)	(6)	(39)
Service Delivery									
Approved 2015/16	–	–	9	14	51	74	371	89	534
Proposed 2016/17	–	–	8	11	31	50	238	61	349
Net change	–	–	(1)	(3)	(20)	(24)	(133)	(28)	(185)
Subtotal, Mission Support Division									
Approved 2015/16	–	2	26	41	112	181	569	158	908
Proposed 2016/17	–	2	20	33	78	133	373	107	613
Net change	–	–	(6)	(8)	(34)	(48)	(196)	(51)	(295)
Security Section									
Approved 2015/16	–	–	1	5	57	63	149	–	212
Proposed 2016/17	–	–	1	4	47	52	114	–	166
Net change	–	–	–	(1)	(10)	(11)	(35)	–	(46)

	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Total international	National staff[a]	United Nations Volunteers	Total
Total, support									
Approved 2015/16	–	2	30	47	170	249	719	158	1 126
Proposed 2016/17	–	2	24	37	126	189	488	107	784
Net change	–	–	(6)	(10)	(44)	(60)	(231)	(51)	(342)

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 48 posts

National staff: net decrease of 196 posts

United Nations Volunteers: net decrease of 51 positions

Office of the Director of Mission Support and Deputy Director of Mission Support

International staff: decrease of 16 posts

National staff: decrease of 38 posts

United Nations Volunteers: net decrease of 17 positions

Office of the Director of Mission Support

International staff: decrease of 3 posts (abolishment of 1 P-5, 1 P-3 and 1 Field Service post)

82. The Office of the Director of Mission Support, with its currently authorized staffing establishment of 12 posts and 1 position (1 D-2, 1 D-1, 2 P-5, 1 P-4, 2 P-3, 4 Field Service, 1 national General Service, 1 United Nations Volunteer), coordinates and manages all support activities required for the implementation of the mandate of the Mission. The Office also includes a Deputy Director of Mission Support who assists with securing essential human and financial resources for the Mission and provides advice on budget planning and utilization, oversight for the delivery of compliant financial reports, workforce planning and recruitment services, the planning and delivery of enabling geospatial, information technology and communications services and strategic guidance on related matters to Mission leadership. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-5 post for a Military Liaison Officer, one P-3 post for an Administrative Officer and one Field Service post for an Administrative Assistant is proposed.

Information Management Unit

National staff: decrease of 2 posts (abolishment of 2 national General Service staff posts)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

83. The Information Management Unit, with its currently authorized staffing establishment of nine posts and two positions (1 P-3, 8 national General Service. 2 United Nations Volunteer), manages the Mission's records, including archiving and daily documents distribution, organizing courier services and maintaining the Mission's Intranet Point. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of two national General Service staff posts for Record Management Clerks and one United Nations Volunteer position for a Record Management Assistant is proposed.

Geospatial, Information Technology and Telecommunications Services

International staff: decrease of 7 posts (abolishment of 1 P-5 and 6 Field Service posts)

National staff: decrease of 13 posts (abolishment of 13 national General Service staff posts)

United Nations Volunteers: decrease of 10 positions (abolishment of 10 United Nations Volunteers positions)

84. The Geospatial, Information Technology and Telecommunications Services, with its currently authorized staffing establishment of 65 posts and 25 positions (1 P-5, 1 P-4, 1 P-3, 1 P-2, 17 Field Service, 44 national General Service, 25 United Nations Volunteer), maintains the Mission telecommunications infrastructure, including data centres, telephone exchanges, microwave and satellite stations and radio telecommunication networks, as well as computers, printers and telephones, geographic information systems and associated database and software installations and services. The information technology and communications infrastructure will be reduced in places where UNMIL will no longer have any permanent physical presence. Consequently, in the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of 1 P-5 post for the Chief Telecommunications and Information Technology Officer; 6 Field Service posts, comprising 3 Telecommunications Technicians, 1 Information Technology Assistant, 1 Telecommunications Assistant and 1 Geographic Information Systems Assistant; 13 national General Service staff posts, comprising 6 Telecommunications Assistants, 1 Geographic Information Systems Assistant, 2 Switchboard Assistants, 1 Radio Technician, 2 Information Technology Assistants and 1 Telecommunications Assistant; and 10 United Nations Volunteer positions, comprising 2 Communications Centre Assistants, 2 Service Centre and Call Assistants, 3 Information Technology Assistants, 1 Database and Information Technology Business Analyst, 1 Telecommunications Technician Assistant and 1 Network Engineer, is proposed.

Finance and Budget Section

International staff: net decrease of 1 post (abolishment of 1 P-4 and reclassification of 1 P-5, 1 P-4 and 1 P-3 to the P-4, P-3 and Field Service levels, respectively)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

85. The Finance and Budget Section, with its currently authorized staffing establishment of 25 posts and 5 positions (1 P-5, 2 P-4, 3 P-3, 6 Field Service, 4 National Professional Officer, 9 national General Service, 5 United Nations Volunteer), provides daily payment services to internal and external clients as well as financial accounting and reporting in line with the International Public Sector Accounting Standards (IPSAS). The Section is also responsible for the legislative requirement with respect to the preparation, implementation and performance of the UNMIL budget and providing advice to the management on optional resource utilization. With the drawdown of the Mission, there will be reduced financial responsibilities, including reduced transactional workload owing to the reduction of both uniformed and civilian personnel, thereby resulting in lower numbers of claims and regular entitlement processing. The conversion to Umoja will also have an effect. There is no expected reduction in workload for the Budget Unit, as the same numbers of accounts will require monitoring, analysis and both reporting and budget preparation. Accordingly, in the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-4 post for a Finance Officer and one United Nations Volunteer position for a Finance Assistant is proposed. In addition, reclassification of the post for Chief Finance and Budget Officer from the P-5 to the P-4 level, the post of Chief Budget Officer from the P-4 level to Budget Officer at the P-3 level, and the post of Budget Officer from the P-3 level to Budget Assistant at the Field Service level is proposed.

Human Resources Management Section

International staff: net decrease of 1 post (abolishment of 1 Field Service post and reclassification of 1 P-5 post to the P-4 level)

National staff: decrease of 7 posts (abolishment of 1 National Professional Officer post and 6 national General Service staff posts)

United Nations Volunteers: net decrease of 5 positions (abolishment of 6 United Nations Volunteer positions and establishment of 1 National United Nations Volunteer position)

86. The Human Resources Management Section, with its currently authorized staffing establishment of 33 posts and 9 positions (1 P-5, 2 P-3, 9 Field Service, 2 National Professional Officer, 19 national General Service, 9 United Nations Volunteer), within the mandate of the Mission and delegated authority, is responsible for the provision of human resources support to international and national civilian personnel, including consultants and individual contractors. The Section is also responsible for the oversight and administration of all human resources matters relating to recruitment and travel, as well as the provision of integrated and strategic human resources management services and support to the Mission in the areas of manpower planning; posts and staffing table management; recruitment, selection and onboarding of staff; administration of staff entitlements and benefits, including separation, time and attendance administration; performance management and career development and staff counselling. The Section provides

support with respect to the personnel administration of United Nations police officers. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one Field Service post for a Human Resources Assistant; one National Professional Officer post for a Human Resources Officer; six national General Service staff posts, comprising four Human Resources Assistants, one Travel Assistant and one Team Assistant; and six United Nations Volunteer positions, comprising three Human Resources Assistants, one Travel Assistant, one Administrative Assistant and one Advocacy Officer, is proposed. In addition, the reclassification of one P-5 post of Chief Human Resources Officer to the P-4 level is proposed. In order to effectively manage the National United Nations Volunteers category of personnel, the establishment of one National United Nations Volunteer position is proposed.

Mission Support Operations Centre

International staff: decrease of 1 post (abolishment of 1 P-3 post)

National staff: decrease of 3 posts (abolishment of 3 national General Service staff posts)

87. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Centre has been progressively reduced. The Centre, with its currently authorized staffing establishment of 14 posts (1 P-4, 2 P-3, 2 Field Service, 9 national General Service), facilitates the planning and coordination of cost-effective and timely delivery of logistics support to the Mission. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-3 post for a Logistics Officer and three national General Service staff posts for Logistics Assistants is proposed.

Regional Administrative Office

International staff: decrease of 2 posts (abolishment of 2 Field Service posts and the reclassification of 1 P-4 post to the P-3 level)

National staff: decrease of 11 posts (abolishment of 11 national General Service staff posts)

88. The Regional Administrative Office, with its currently authorized staffing establishment of 24 posts (1 P-4, 4 P-3, 2 Field Service, 17 national General Service), serves as the focal point for official contact concerning logistical and technical support to the regions, including coordinating the provision of all support services with respect to communications, facilities management and welfare. The Office also monitors and coordinates the implementation of mission-support work plans and projects in sectors, periodically reviews and maintains safety, security and hygiene and day-to-day operations of United Nations facilities, monitors the control of all United Nations-owned property and maintains an inventory of United Nations assets, arranges and facilitates physical inventory surveys and verifies inventory reports. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Centre has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of two Field Service posts for Administrative Officers and 11 national General Service staff posts for Administrative Assistants is proposed. In addition, the reclassification of the post of Regional Administrative Officer from P-4 to the P-3 level is proposed.

Integrated Mission Training Centre

International staff: decrease of 1 post (abolishment of 1 P-3 post)

National staff: decrease of 2 posts (abolishment of 1 National Professional Officer post and 1 national General Service staff post)

89. The Integrated Mission Training Centre, with its currently authorized staffing establishment of 8 posts and 4 positions (1 P-4, 1 P-3, 2 National Professional Officer, 4 national General Service, 4 United Nations Volunteer), has primary responsibility for the development, implementation and coordination of a comprehensive training programme for all Mission personnel in support of the implementation of the mandate of the Mission. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-3 post for a Training Officer, one National Professional Officer post for a Training Officer and one national General Service staff post for a Training Assistant is proposed.

Supply Chain Management

International staff: net decrease of 8 posts

National staff: net decrease of 25 posts

United Nations Volunteers: net decrease of 6 positions

Property Management Section

International staff: decrease of 6 posts (abolishment of 1 P-3, 1 P-2 and 3 Field Service posts and reassignment of 1 Field Service post to the Procurement Section)

National staff: decrease of 8 posts (abolishment of 8 national General Service staff posts)

United Nations Volunteers: decrease of 2 positions (abolishment of 2 United Nations Volunteer positions)

90. The Property Management Section, with its currently authorized staffing establishment of 38 posts and 11 positions (1 P-4, 2 P-3, 1 P-2, 9 Field Service, 25 national General Service, 11 United Nations Volunteer), comprises the Receiving and Inspection Unit, which is responsible for the receiving, inspection and certification of acceptance of all supplies, equipment and services; the Property Control and Inventory Unit, which is responsible for the overall management of property records, verification and reporting of non-expendable property and special items as well as the inventory management system; the Contingent-owned Equipment Unit, which is responsible for the management of memorandums of understanding between the United Nations and troop- and police-contributing countries; and the Claims Unit, which reviews third party and uninsured claims, prepares cases for deliberations by the Local Claims Board and follows up on recommendations and initiates payments as necessary. As UNMIL continues to draw down its military and police personnel, progressive reduction in civilian staffing is proposed in the various property management units to align the remaining staffing numbers and levels to the remaining duties, responsibilities and workload. Therefore, in the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-3 post for the Chief of the Receiving and Inspection Unit; one P-2 post for an Associate Claims Officer; three Field Service posts for Property Control and Inventory Assistants; eight national General Service staff posts, comprising three Receiving Inspection Clerks, two Property Control and

Inventory Clerks, two Property Disposal Clerks and one Claims Assistant; and two United Nations Volunteers positions, comprising one Property Disposal Clerk and one Contingent-owned Equipment Assistant, is proposed. In addition, the reassignment of one Field Service post to the Procurement Section is proposed.

Integrated Warehouse Unit

International staff: net increase of 1 post (abolishment of 1 Field Service post and reassignment of 2 Field Service posts from the Life Support and Engineering Sections, respectively)

National staff: net decrease of 13 posts (abolishment of 16 national General Service staff posts and reassignment of 3 national General Service staff posts from the Life Support Section)

United Nations Volunteers: net decrease of 3 positions (abolishment of 4 United Nations Volunteers positions and reassignment of 1 United Nations Volunteer position from the Engineering Section)

91. The Integrated Warehouse Unit, with its currently authorized staffing establishment of 44 posts and 8 positions (1 P-3, 4 Field Service, 39 national General Service, 8 United Nations Volunteer), undertakes acquisitions, warehousing and requisitioning functions with respect to regular Mission commodities, materials and spare parts and equipment. The Unit engages in asset management, including forecasting, planning, replenishment and monitoring of inventory, as well as managing warehouses for all UNMIL equipment and inventory. In the context of the Mission's streamlined mandate and ongoing drawdown, as well as reduced acquisitions and assets, the abolishment of 1 Field Service post for a Warehouse Assistant; 16 national General Service staff posts, comprising 15 Warehouse Assistants and 1 Material and Asset Assistant; and 4 United Nations Volunteer positions, comprising 2 Warehouse Assistants and 2 Material and Asset Assistants, is proposed. At the same time, the reassignment of two Field Service posts, comprising one Requisitioning Assistant from the Life Support Section and one Requisitioning Assistant from the Engineering Section; three national General Service staff posts, comprising Requisitioning Assistants from the Life Support Section; three United Nations Volunteer positions, comprising one Requisition Assistant and two Material and Asset Assistants from the Engineering Section; and two United Nations Volunteer positions each to the Life Support and Transport Sections, respectively, is proposed.

Procurement Section

International staff: net decrease of 3 posts (abolishment of one P-3 post and 3 Field Service posts and reassignment of 1 Field Service post from the Property Management Section)

National staff: decrease of 4 posts (abolishment of 4 national General Service staff posts)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

92. The Procurement Section, with its currently authorized staffing establishment of 20 posts and 2 positions (1 P-4, 2 P-3, 5 Field Service, 12 national General Service, 2 United Nations Volunteer), provides cost-effective, efficient, timely and

accurate procurement support as stipulated by the United Nations procurement regulations, rules, policies and instructions, including the optimization of the acquisition process through effective procurement planning, service delivery and communication to clients, as well as the provision of expert technical advice to senior management on matters related to regional and global procurement and supply chain management. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-3 post for a Procurement Officer, three Field Service posts for Procurement Assistants, four national General Service staff posts for Procurement Assistants and one United Nations Volunteer position for a Procurement Assistant is proposed. At the same time, the reassignment of one Field Service post from the Property Management Section is proposed.

Service Delivery

International staff: net decrease of 24 posts

National staff: net decrease of 133 posts

United Nations Volunteers: net decrease of 28 positions

Service Delivery

International staff: no net change (reclassification of 1 P-4 post to the P-3 level)

93. The Office of the Chief of Service Delivery, with its currently authorized staffing of three posts and one position (1 P-5, 1 P-4, 1 national General Service, 1 United Nations Volunteer) provides general administration in the implementation and monitoring of all support services under service delivery including but not limited to transport, engineering, aviation, movement control, medical, life support and HIV/AIDS. The Office also coordinates budget, finance, human resources and audit issues. In the context of the Mission's streamlined mandate and ongoing drawdown, the reclassification of one P-4 post for an Administrative Officer to the P-3 level is proposed.

HIV/AIDS Adviser Unit

National Staff: decrease of 1 post (abolishment of 1 National Professional Officer post)

94. The HIV/AIDS Adviser Unit, with its currently authorized staffing establishment of four posts and one position (1 P-4, 1 National Professional Officer, 2 national General Service, 1 United Nations Volunteer) ensures that peacekeepers do not contract or transmit HIV in the course of service delivery to the Mission through delivery of a comprehensive HIV/AIDS awareness and preventive programme. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Unit has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one National Professional Officer post for an Associate HIV/AIDS Officer is proposed.

Aviation Section

International staff: decrease of 5 posts (abolishment of 2 P-3 and 3 Field Service posts)

National staff: decrease of 3 posts (abolishment of 3 national General Service staff posts)

United Nations Volunteers: decrease of 2 positions (abolishment of 2 United Nations Volunteer positions)

95. The Aviation Section, with its currently authorized staffing establishment of 31 posts and 11 positions (1 P-4, 6 P-3, 7 Field Service, 17 national General Service, 11 United Nations Volunteer), provides timely uninterrupted air transportation service that is safe, effective and reliable through strict adherence to the standards and recommended practices stipulated in the annexes to the Convention on International Civil Aviation, the military regulations of troop-contributing countries, United Nations aviation standards for peacekeeping and humanitarian operations and established United Nations aviation policies, procedures and practices. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of two P-3 posts for Chief of the Mission Air Operations Centre and a Planning and Scheduling Officer, respectively, three Field Service posts for Air Operations Assistants, three national General Service staff posts for one Air Operations Assistant and two Team Assistants and two United Nations Volunteer positions for one Air Operations Assistant and one Meteorology Officer is proposed.

Life Support Section

International staff: decrease of 4 posts (abolishment of 3 Field Service posts and reassignment of 1 Field Service post to the Integrated Warehouse Unit)

National staff: decrease of 15 posts (abolishment of 12 national General Service staff posts and reassignment of 3 national General Service staff posts to the Integrated Warehouse Unit)

United Nations Volunteers: net decrease of 3 positions (abolishment of 4 United Nations Volunteers positions and reassignment of 1 United Nations position from the Integrated Warehouse Unit)

96. The Life Support Section, with its currently authorized staffing of 47 posts and 10 positions (1 P-4, 1 P-3, 9 Field Service, 36 national General Service, 10 United Nations Volunteer), provides timely uninterrupted supplies including fuel, rations and major supplies, and is responsive and flexible to Mission needs in a cost-effective, customer oriented and reliable manner. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of 3 Field Service posts, comprising 2 Fuel Assistants and 1 Supply Assistant; 12 national General Service staff posts, comprising 9 Fuel Assistants, 2 Heavy Vehicle Operators and 1 Rations Assistant; and 4 United Nations Volunteers positions, comprising 2 Rations Assistants and 2 Fuel Assistants, is proposed. At the same time, the reassignment of one Field Service post and three national General Service staff

posts to the Integrated Warehouse Unit and one United Nations Volunteer position for a Budget Assistant from the Integrated Warehouse Unit is also proposed.

Transport Section

International staff: decrease of 4 posts (abolishment of 4 Field Service posts)

National staff: decrease of 41 posts (abolishment of 41 national General Service staff posts)

United Nations Volunteers: net decrease of 6 positions (abolishment of 7 United Nations Volunteer positions and reassignment of 1 United Nations Volunteer position from the Integrated Warehouse)

97. The Transport Section, with its currently authorized staffing establishment of 137 posts and 18 positions (1 P-4, 11 Field Service, 125 national General Service, 18 United Nations Volunteer), provides general transportation services to all Mission personnel as well as the transportation of cargo and management of the distribution of the Mission's fleet of vehicles, along with their maintenance, repairs and utilization. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of 4 Field Service posts, comprising 2 Transport Assistants, 1 Administrative Assistant and 1 Reception Assistant; 41 national General Service staff posts, comprising 12 Light Duty Dispatchers, 6 Heavy Duty Dispatchers, 3 Light Duty Workshop Assistants, 1 Medium Duty Workshop Assistant, 6 Heavy Duty Workshop Assistants, 2 Workshop Receptionists, 3 Carlog Administration Assistants and 8 Team Assistants; and 7 United Nations Volunteer positions, comprising 2 Carlog Electrical Technicians, 1 Heavy Duty Assistant and 4 Vehicle Mechanics, is proposed. At the same time, the reassignment of one United Nations Volunteer position from the Integrated Warehouse Unit for a Transport Assistant is also proposed.

Medical Section

International staff: no net change (reclassification of 1 P-5 post to the P-4 level)

National staff: decrease of 8 posts (abolishment of 1 National Professional Officer post and 7 national General Service staff posts)

United Nations Volunteers: decrease of 4 positions (abolishment of 4 United Nations Volunteer positions)

98. The Medical Section, with its currently authorized staffing establishment of 23 posts and 13 positions (1 P-5, 1 P-3, 2 National Professional Officer, 19 national General Service, 13 United Nations Volunteer), operates clinics and health posts throughout the Mission area and keeps Mission personnel informed regarding various health risks, treats staff and ensures that the Mission is prepared for possible medical evacuation. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one National Professional Officer post for a Medical Doctor; seven national General Service staff posts, comprising five Nurses, one Team Assistant and one Driver; and four United Nations Volunteer positions for

Medical Doctors is proposed. In addition, the reclassification of the P-5 post for the Chief Medical Officer to the P-4 level is proposed.

Engineering Section

International staff: decrease of 5 posts (abolishment of 1 P-3 and 3 Field Service posts and reassignment of 1 Field Service post to the Integrated Warehouse Unit)

National staff: decrease of 57 posts (abolishment of 57 national General Service staff posts)

United Nations Volunteers: decrease of 11 positions (abolishment of 8 United Nations Volunteer positions and reassignment of 3 United Nations Volunteer positions to the Integrated Warehouse Unit)

99. The Engineering Section, with its currently authorized staffing establishment of 155 posts and 27 positions (1 P-4, 5 P-3, 10 Field Service, 139 national General Service, 27 United Nations Volunteer), is responsible for Mission facilities and engineering assets, including the maintenance of premises, repairs, the rehabilitation and alteration of facilities and camps, generators, air conditioners, electrical systems, ablutions, water supply and water treatment plants as well as the maintenance of roads, including airfields and helipads. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of 1 P-3 post for a Civil Engineer; 3 Field Service posts for Engineering Technicians; 57 national General Service staff posts, comprising 32 Facilities Management Assistants, 6 Engineering Technicians, 4 Electricians, 5 Water and Sanitation Technicians, 2 Heating, Ventilation and Air Conditioning Technicians, 2 Team Assistants, 1 Heavy Duty Operator, 2 Warehouse Assistants and 3 Generator Mechanics; and 8 United Nations Volunteer positions, comprising 3 Facilities Management Assistants, 1 Generator Mechanic, 1 Warehouse Assistant, 1 Civil Engineer and 2 Electricians, is proposed. At the same time, the reassignment of one Field Service post and three United Nations Volunteers positions to the Integrated Warehouse Unit is also proposed.

Movement Control Section

International staff: decrease of 6 posts (abolishment of 1 P-3 and 5 Field Service posts)

National staff: decrease of 8 posts (abolishment of 8 national General Service staff posts)

United Nations Volunteers: decrease of 2 positions (abolishment of 2 United Nations Volunteer positions)

100. The Movement Control Section, with its currently authorized staffing establishment of 45 posts and 8 positions (1 P-4, 1 P-3, 14 Field Service, 29 national General Service, 8 United Nations Volunteer), is the nucleus of the Mission's movement control system with respect to directing, coordinating and controlling movement activities throughout the Mission area. With the reduction in strength of military and civilian personnel and the consequent closure of camps, the workload of the Section has been progressively reduced. In the context of the

Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-3 post for a Movement Control Officer, five Field Service posts for Movement Control Assistants, eight national General Service staff posts for Movement Control Assistants and two United Nations Volunteers positions for Movement Control Assistants is proposed.

Conduct and Discipline Team

International staff: decrease of 1 post (abolishment of 1 P-2 post)

101. The Conduct and Discipline Team, with its currently authorized staffing establishment of six posts (1 P-5, 2 P-4, 1 P-2, 1 Field Service, 1 National Professional Officer), provides guidance and advice to Mission leadership on conduct-related issues involving all categories of personnel in order to ensure the prevention and identification of misconduct and monitors compliance with and the enforcement of United Nations standards of conduct by all categories of personnel, using the three-pronged strategy of prevention, enforcement and remedial action. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of one P-2 post for an Associate Reports Officer is proposed.

Security Section

International staff: decrease of 11 posts (abolishment of 1 P-2 and 10 Field Service posts)

National staff: decrease of 35 posts (abolishment of 35 national General Service staff posts)

102. The Security Section, with its currently authorized staffing establishment of 212 posts (1 P-4, 2 P-3, 3 P-2, 57 Field Service, 149 national General Service), has enhanced its security operations and management by instituting more effective and efficient procedures and working methods, clearer prioritization of tasks, greater alignment of staff skills with post functions and strengthened oversight and control frameworks, as well as continuing the training of security personnel. In the context of the Mission's streamlined mandate and ongoing drawdown, the abolishment of 1 P-2 post for an Associate Security Officer, 2 Field Service posts for Security Officers, 6 Field Service posts for Security Assistants, 2 Field Service posts for Close Protection Assistants, 2 national General Service staff posts for Fire Safety Assistants, 3 national General Service staff posts for Security Guards and 30 national General Service staff posts for Security Assistants is proposed.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

	1 July 2014 to 30 June 2015	*1 July 2015 to 30 June 2016*	*1 July 2016 to 30 June 2017*	*Variance*	
	Expenditures	*Apportionment*	*Cost estimates*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)*	*(5)*
Military and police personnel					
Military observers	6 428.0	6 028.8	2 824.6	(3 204.2)	(53.1)
Military contingents	135 773.2	104 251.3	43 540.0	(60 711.3)	(58.2)
United Nations police	22 749.0	23 361.0	7 645.4	(15 715.6)	(67.3)
Formed police units	31 053.2	28 934.2	11712.6	(17 221.6)	(59.5)
Subtotal	**196 003.4**	**162 575.3**	**65 722.6**	**(96 852.7)**	**(59.6)**
Civilian personnel					
International staff	83 797.8	75 254.2	58 651.7	(16 602.5)	(22.1)
National staff	21 043.0	17 028.2	11 618.8	(5 409.4)	(31.8)
United Nations Volunteers	12 701.4	11 500.6	9 666.4	(1 834.2)	(15.9)
General temporary assistance	2 068.7	9.0	–	(9.0)	(100.0)
Government-provided personnel	1 273.5	1 658.7	1 347.7	(311.0)	(18.7)
Subtotal	**120 884.4**	**105 450.7**	**81 284.6**	**(24 166.1)**	**(22.9)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	219.1	246.5	207.8	(38.7)	(15.7)
Official travel	1 627.0	1 776.3	1 360.0	(416.3)	(23.4)
Facilities and infrastructure	25 781.9	24 461.1	15 278.0	(9 183.1)	(37.5)
Ground transportation	9 391.9	5 396.6	2 754.4	(2 642.2)	(49.0)
Air transportation	33 192.9	24 339.0	19 283.0	(5 056.0)	(20.8)
Naval transportation	3 134.6	3 021.8	2 913.4	(108.4)	(3.6)
Communications	5 277.7	5 100.8	3 973.0	(1 127.8)	(22.1)
Information technology	6 256.2	5 151.8	2 889.3	(2 262.5)	(43.9)
Medical	2 242.1	928.7	408.0	(520.7)	(56.1)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	5 850.0	4 210.8	6 993.9	2 783.1	66.1
Quick-impact projects	997.7	2 000.0	2 000.0	–	–
Subtotal	**93 971.1**	**76 633.4**	**58 060.8**	**(18 572.6)**	**(24.2)**
Gross requirements	**410 858.9**	**344 659.4**	**205 068.0**	**(139 591.4)**	**(40.5)**
Staff assessment income	9 225.1	8 688.7	6 562.8	(2 125.9)	(24.5)
Net requirements	**401 633.8**	**335 970.7**	**198 505.2**	**(137 465.5)**	**(40.9)**
Voluntary contributions in kind (budgeted)[a]	52.8	52.8	52.8	–	–
Total requirements	**410 911.7**	**344 712.2**	**205 120.8**	**(139 591.4)**	**(40.5)**

[a] Cost estimates for the 2016/17 period are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

103. The estimated value of non-budgeted contributions for the period from 1 July 2016 to 30 June 2017 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	2 582.8
Voluntary contributions in kind (non-budgeted)	–
Total	**2 582.8**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation fees and taxes.

C. Vacancy factors

104. The cost estimates for the period from 1 July 2016 to 30 June 2017 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2014/15*	*Budgeted 2015/16*	*Projected 2016/17*
Military and police personnel			
Military observers	12.1	19.0	0.0
Military contingents	2.6	27.0	0.0
United Nations police	15.1	18.0	7.0
Formed police units	0.6	21.0	0.0
Civilian personnel			
International staff	14.0	15.0	10.0
National staff			
National Professional Officers	17.9	15.0	15.0
National General Service staff	7.7	6.0	7.0
United Nations Volunteers			
International United Nations Volunteers	20.3	15.0	10.0
National United Nations Volunteers	0.0	0.0	7.0
Government-provided personnel	15.7	3.0	3.0

105. The application of vacancy rates is based on actual personnel deployment for the 2014/15 period and the first half of the 2015/16 period, as well as projected reduction in the Mission's strength as a result of the downsizing of the Mission.

D. Contingent-owned equipment: major equipment and self-sustainment

106. Requirements for the period from 1 July 2016 to 30 June 2017 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $15,441,800 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	7 670.2	1 813.6	9 483.8
Self-sustainment	4 543.7	1 414.3	5 958.0
Total	**12 213.9**	**3 227.9**	**15 441.8**
Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8		1 July 2016
Intensified operational condition factor	1.3		1 July 2016
Hostile action/forced abandonment factor	0.3		1 July 2016
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

E. Training

107. The estimated resource requirements for training for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	89.0
Official travel	
Official travel, training	263.0
Other supplies, services and equipment	
Training fees, supplies and services	363.8
Total	**715.8**

108. The number of participants planned for the period from 1 July 2016 to 30 June 2017, compared with previous periods, is as follows:

(Number of participants)

	International staff			National staff			Military and police personnel		
	Actual 2014/15	Planned 2015/16	Proposed 2016/17	Actual 2014/15	Planned 2015/16	Proposed 2016/17	Actual 2014/15	Planned 2015/16	Proposed 2016/17
Internal	318	1 145	413	604	812	583	893	2 567	524
External[a]	85	44	32	17	21	36	1	6	5
Total	**403**	**1 189**	**445**	**621**	**833**	**619**	**894**	**2 573**	**529**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

109. The Mission's training programme for the 2016/17 period aims to enhance the leadership, administrative and organizational skills of Mission personnel through 139 courses for 1,593 participants. The programme is aimed at strengthening the substantive and technical capacity of the Mission staff in fields such as administration, budget and finance, air transportation, communication, ground transportation, development, electoral support, gender, human resources management, information technology, political and civil affairs, procurement, security and supply and property management.

F. Quick-impact projects

110. The estimated resource requirements for quick-impact projects for the period from 1 July 2016 to 30 June 2017, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	Amount	Number of projects
1 July 2014 to 30 June 2015 (actual)	997.7	40
1 July 2015 to 30 June 2016 (approved)	2 000.0	60
1 July 2016 to 30 June 2017 (proposed)		
Delivery of rule of law, peacebuilding, reconciliation and human rights/protection services and training to support the presence of State authority during the UNMIL transition	700.0	25
Strengthening resilience and social cohesion of vulnerable populations, including gender and sexual and gender-based violence initiatives crucial to the UNMIL transition	700.0	25
Construction/rehabilitation of administrative and operative infrastructures aimed at strengthening State presence and capacity deficits in areas affected by the UNMIL transition	600.0	20
Total	**2 000.0**	**70**

111. During the 2016/17 period, quick-impact projects will continue to be oriented towards strengthening the presence and functioning of civilian, security and rule of law institutions at critical locations in the counties for delivery of services to the population. Emphasis will be given to building the confidence of the population in

the ability of the Government to maintain peace and stability following the completion of the security transition and the further drawdown of the Mission's uniformed and civilian presence.

112. Quick-impact projects will support reconciliation and social cohesion and seek to enhance resilience of vulnerable populations, including those affected by latent conflicts, through targeted social, training and livelihood initiatives, the provision of basic services and the promotion of initiatives to address sexual and gender-based violence. Particular attention will be given to communities where grievances could be mitigated through early response and reconciliation initiatives. The project portfolio will seek a balanced gender perspective, both in project design and in implementation.

113. Quick-impact projects will also support the consolidation of institutional capacity through the construction or rehabilitation of infrastructure in locations where UNMIL withdrawal may leave a vacuum, or in locations where the State's presence requires reinforcement. In addition, quick-impact projects will be oriented towards strengthening the presence and functioning of civilian, security and rule of law institutions at critical locations in the counties for the more equitable delivery of services to the population.

III. Analysis of variances[1]

114. The standard terminology applied with respect to the analysis of resources variances in the present section is defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

		Variance
Military observers	($3 204.2)	(53.1%)

- **Mandate: drawdown of the military strength of the Mission**

115. The main factor contributing to the variance under this heading is the repatriation of 83 military observers in line with the downsizing of the military component. The estimated resource requirements are based on the average strength of military observers, which is reduced from 133 observers for the 2015/16 financial period to 50 observers for the 2016/17 period.

		Variance
Military contingents	($60 711.3)	(58.2%)

- **Mandate: drawdown of the military strength of the Mission**

116. The main factor contributing to the variance under this heading is the repatriation of 3,488 military contingent personnel in line with the downsizing of the military component. The estimated resource requirements are based on the

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

average strength of military contingents, which is reduced from 4,678 personnel for the 2015/16 financial period to 1,190 personnel for the 2016/17 period.

	Variance	
United Nations police	($15 715.6)	(67.3%)

- **Mandate: downsizing of the Mission**

117. The main factor contributing to the variance under this heading is the repatriation of 272 United Nations police officers in line with the downsizing of the police component. The estimated resource requirements are based on the average strength of United Nations police officers, which is reduced from 498 officers for the 2015/16 financial period to 226 officers for the 2016/17 period.

	Variance	
Formed police units	($17 221.6)	(59.5%)

- **Mandate: downsizing of the Mission**

118. The main factor contributing to the variance under this heading is the repatriation of 885 formed police personnel in line with the downsizing of the police component. The estimated resource requirements are based on the average strength of formed police, which is reduced from 1,265 personnel for the 2015/16 financial period to 380 personnel for the 2016/17 period.

	Variance	
International staff	($16 602.5)	(22.1%)

- **Mandate: downsizing of the Mission**

119. The reduced requirements are primarily attributable to a net reduction of 104 international staff which is partially offset by the application of a lower vacancy rate of 10 per cent in the computation of international staff costs, as compared with a rate of 15 per cent applied in the 2015/16 period.

	Variance	
National staff	($5 409.4)	(31.8%)

- **Mandate: downsizing of the Mission**

120. The main factor contributing to the variance under this heading is the net reduction of 293 national staff as a result of the downsizing of the Mission. The reduced requirements are partially offset by a 2.8 per cent increase in net salaries due to an applicable revised national staff salary scale.

	Variance	
United Nations Volunteers	**($1 834.2)**	**(15.9%)**

- **Mandate: downsizing of the Mission**

121. The reduced requirements are primarily attributable to the reduction in the number of United Nations Volunteers by 47 positions from the 2015/16 financial period as a result of the downsizing of the Mission. The reduced requirements are partially offset by an overall 4 per cent increase in the rates for recurrent and non-recurrent costs as well as a 5.3 per cent increase in costs owing to the application of a lower vacancy rate of 10 per cent, compared with a vacancy rate of 15 per cent applied in the 2015/16 period.

	Variance	
Government-provided personnel	**($311.0)**	**(18.7%)**

- **Mandate: downsizing of the Mission**

122. The main factor contributing to the variance under this heading is the reduction in the number of Government-provided personnel from 32 for the 2015/16 financial period to 26 personnel for the 2016/17 period.

	Variance	
Official travel	**($416.3)**	**(23.4%)**

- **Mandate: downsizing of the Mission**

123. The main factor contributing to the variance under this heading is lower requirements for training and non-training related travel in line with the downsizing of the Mission.

	Variance	
Facilities and infrastructure	**($9 183.1)**	**(37.5%)**

- **Mandate: downsizing of the Mission**

124. The lower requirements are mainly attributable to fewer acquisitions of prefabricated facilities, accommodation and refrigeration equipment, engineering supplies and generators and electrical equipment; no provision for rental of office equipment; the fewer number of security guards required for Minimum Operational Security Standards and Minimum Operational Residential Security Standards; anticipated lower requirements for alteration and renovation services, spare parts and supplies and sanitation and cleaning materials; and significantly lower requirements for petrol, oil and lubricant due to anticipated lower consumption of litres as a result of the downsizing of the Mission. The lower average price of diesel fuel for generators ($0.53 per litre in the 2016/17 period compared with $0.83 per litre approved for the 2015/16 period) further contributed to the reduction of the requirements for petrol, oil and lubricant.

	Variance	
Ground transportation	**($2 642.2)**	**(49.0%)**

- **Mandate: downsizing of the Mission**

125. The reduced requirements are primarily attributable to the absence of provision for acquisition of vehicles and lower requirements for vehicle spare parts, workshop equipment and liability insurance and for petrol, oil and lubricants as a result of the downsizing of the Mission. The lower average price of diesel fuel for vehicles ($0.53 per litre in the 2016/17 period compared with $0.83 per litre approved for the 2015/16 period) further contributed to the reduction of the requirements for petrol, oil and lubricant.

	Variance	
Air transportation	**($5 056.0)**	**(20.8%)**

- **Mandate: downsizing of the Mission**

126. The main factor contributing to the variance under this heading is the reduction in the Mission's aircraft fleet from 11 helicopters and 2 fixed-wing aircraft in the 2015/16 financial period to 7 helicopters and 1 fixed-wing aircraft in the 2016/17 period, together with the anticipated reduction in flying hours from 3,400 for helicopters and 1,010 for fixed-wing aircraft in the 2015/16 financial period to 2,572 for helicopters and 794 for fixed-wing aircraft in the 2016/17 financial period, in line with the downsizing of the Mission.

	Variance	
Naval transportation	**($108.4)**	**(3.6%)**

- **Mandate: downsizing of the Mission**

127. The reduced requirements are mainly attributable to the lower requirements for petrol, oil and lubricant due to anticipated lower consumption of litres as a result of the downsizing of the Mission coupled with the lower average price of diesel fuel ($0.57 per litre in the 2016/17 period compared with $0.83 per litre approved for the 2015/16 period).

	Variance	
Communications	**($1 127.8)**	**(22.1%)**

- **Mandate: downsizing of the Mission**

128. The reduced requirements are mainly due to the absence of provision for acquisition of communications and public information equipment, reduced requirements for satellite transponder and cellular phone charges, anticipated reduced maintenance of equipment and support service and fewer requirements for spare parts as a result of the downsizing of the Mission, as well as the non-requirement for indirect support costs for Umoja, compared with the provisions included in the approved budget for the 2015/16 period.

	Variance	
Information technology	**($2 262.5)**	**(43.9%)**

- **Mandate: downsizing of the Mission**

129. The reduced requirements are mainly due to the absence of provision for acquisition of information technology equipment and spare parts and supplies, reduced requirement for licenses, renewal fees and rental of software and reduced requirements for centralized information technology services for data processing, data storage, retrieval and maintenance support as a result of the downsizing of the Mission, as well as the non-requirement for indirect support costs for Umoja, compared with the provisions included in the approved budget for the 2015/16 period.

	Variance	
Medical	**($520.7)**	**(56.1%)**

- **Mandate: downsizing of the Mission**

130. The reduced requirements are primarily attributable to fewer acquisitions of surgical, laboratory and medical equipment; fewer requirements for specialized consultation, X-ray and scan services; and reduced requirements for vaccines and other medical supplies as a result of the downsizing of the Mission.

	Variance	
Other supplies, services and equipment	**$2 783.1**	**66.1%**

- **Management: increased inputs and outputs**

131. The higher requirements are mainly owing to provisions for support projects in the areas of security transition, national community policing strategy, enhanced integrated border security and compliance with the Government's obligation towards human rights treaties, as well as policies related to sexual and gender-based violence.

132. The higher requirements were partially offset by the lower requirements for uniforms, badges and gear, training fees and services, freight and associated costs related to the acquisition of assets, equipment and supplies as a result of the downsizing of the Mission.

IV. Actions to be taken by the General Assembly

133. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Mission in Liberia are:**

(a) Appropriation of the amount of $205,068,000 for the maintenance of the Mission for the 12-month period from 1 July 2016 to 30 June 2017;

(b) Assessment of the amount of $51,267,000 for the maintenance of the Mission for the period from 1 July to 30 September 2016;

(c) Assessment of the amount of $153,801,000 for the period from 1 October 2016 to 30 June 2017 at a monthly rate of $17,089,000 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 69/307 and 69/259 B, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and the Board of Auditors

A. General Assembly

Cross-cutting issues

(Resolution 69/307)

Decisions/requests	*Actions taken to implement decisions/requests*
Notes the importance of the Standard Cost and Ratio Manual and urges the Secretary-General to continue his efforts to align the holding of assets with the Manual, while duly taking into account the situation on the ground and bearing in mind the mandate, complexities and size of individual peacekeeping missions (para. 16)	UNMIL adheres to the Standard Cost and Ratio Manual for all cost estimates as it provides unit costs based on existing United Nations global contracts. Where that is not possible, especially for materials procured locally, historical data is used and is verified from previous years' expenditures. In addition, for all assets that are issued based on staffing levels the standard ratios are strictly used and, where that is not possible, precise details for the differences are provided.
Encourages the Secretary-General to regularly review the civilian staffing needs of peacekeeping operations, as appropriate (para. 22)	UNMIL is committed to ensuring that its civilian staffing structure is commensurate with the effective delivery of mandated activity. For the Mission Support Component, the staffing structure and requirements have been aligned with the Global Field Support Strategy.
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report on the financing of the United Nations peacekeeping operations (para. 23)	UNMIL makes every effort to reduce the overall recruitment lead time with the utilization of the automated self-regulating Inspira "Recruit from roster" and onboarding modules. Hiring managers are fully engaged in the recruitment process, supported by the Human Resources Management Section, thereby speeding up the recruitment process.

Decisions requests	*Actions taken to implement decisions requests*
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 28)	UNMIL has implemented various measures to reduce the overall environmental footprint. They include cleaning up all vacated areas and conducting inspections to ensure the clean-up complies with United Nations environmental policies as well as the policies of the host Government; conducting training for UNMIL personnel, both uniformed and civilian, on waste management and various methods already being utilized by the Mission to manage waste, such as the use of incinerators, waste water treatment and fuel spillage containment (spill kits); signing disposal agreements with local authorities confirming that all UNMIL waste will be disposed of in conformity with local laws and regulations; and using designated property disposal yards for storage of hazardous waste awaiting disposal. Over the years UNMIL has explored the possibility of utilizing environmentally friendly power generating systems, but none have been found suitable and sustainable. Consequently, the Mission utilizes generators which are procured from system contracts set up by the United Nations Headquarters Procurement Division.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 31)	Whenever possible, UNMIL sources construction materials from the local market and most of the projects are implemented using local capacities (mainly individual contractors under the supervision of UNMIL regular staff). Although the Mission explored in previous years the possibility of outsourcing some services, there was a lack of formal companies that could handle the work and therefore outsourcing was limited.
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 33)	To ensure adequate internal control, the warehouse management reviews all stock against new requests to ensure that existing stock levels and the delivery lead time are taken into account before any requisitions can be raised.

Decisions requests	*Actions taken to implement decisions requests*
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 35)	Although UNMIL is not a client mission to the Regional Procurement Office in Entebbe, whenever possible the Mission uses system contracts set up by that Office.
Also requests the Secretary-General to present in his budget proposals a clear vision of the construction requirements for each mission, including, as appropriate, multi-year plans, and to continue his efforts to improve all aspects of project planning, including the assumptions underlying the formulation of such budgets, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 36)	UNMIL is at a transition stage and has not undertaken any construction projects in the recent past, and does not foresee any requirement for major construction projects at the present stage.
Recalls paragraphs 137 and 143 of the report of the Advisory Committee, welcomes the ongoing roll-out of the aviation information management system across all peacekeeping operations with aviation assets, and looks forward to further reporting on the improvements realized in air operations (para. 37)	The implementation of the aviation information management system at UNMIL was completed in December 2015. Steps to further improve, enhance and develop the project are under way to include the aviation information management system integration into the reporting tools into SAP environment (software manufacturer/services).
Notes the often dangerous and hostile environment in which air crews working under contracts with the United Nations operate, requests the Secretary-General to consider measures to be implemented to strengthen the security of such crews, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of his next report on the overview of the financing of the United Nations peacekeeping operations (para. 38)	UNMIL implements mitigating measures and strictly adheres to the existing standard operating procedures to strengthen and enhance aircrew security in the field as set out in the Department of Peacekeeping Operations Aviation Safety Manual and the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations, the Department of Peacekeeping Operations/Department of Field Support/UNMIL Aviation Risk Management Policy, the Air Transport Section/Logistics Support Division Instructions Facsimile, UNMIL aviation standard operating procedures for 2015 and United Nations best practices. Measures implemented include successful completion of assessments on aviation risk management/security threats, provisions for aircraft/crew ground security in remote destinations, real-time communication/ reporting protocols between crew and Mission air operations during actual operations and aircrew compliance with minimum aerial distance to be flown from international borders.

Decisions requests	*Actions taken to implement decisions requests*
	In addition, no flights are planned into known hostile territories and there has been effective utilization of electronic satellite tracking systems installed into UNMIL-based aircraft.
Recalls paragraph 21 of its resolution 69/272 of 2 April 2015, encourages the Secretary-General to continue his efforts to strengthen accountability in all sectors of field missions, and to this end urges the Secretary-General and Member States to undertake all relevant actions within their respective areas of competence, including holding perpetrators accountable (para. 50)	UNMIL continuously engages with its personnel to ensure they are aware of the need to be accountable at all times both in their behaviour and work ethic. To that end, the Mission ensures that mandatory ethics courses are taken by all personnel. In addition, in every functional area there are procedures and standards of operation to ensure internal controls are strengthened, thereby increasing accountability, and any lapses are quickly addressed. The Mission reinvigorated its efforts to ensure full implementation of the zero tolerance policy. That included enhancing prevention efforts, including training, refresher training and awareness-raising and sensitization activities, as well as ensuring that appropriate and timely actions are taken with respect to enforcement and remedial actions. The Mission carried out induction training for newly arrived personnel in the Mission, as well as awareness and sensitization activities. It conducted refresher training for all military personnel and most civilian personnel. UNMIL also conducted 17 awareness-raising activities and trainings for communities around United Nations installations for 2,677 participants. The activities took place in seven communities in Bong, Bopolu, Montserrado, Nimba (twice), Robertspot and Sinoe counties. The Mission also developed and began implementation of a prevention campaign strategy. In addition, the Mission created an Immediate Response Task Force for the preliminary investigation of allegations of sexual exploitation and abuse, which is now operational. During the reporting period the Mission received 18 complaints of possible misconduct, including 5 allegations of sexual exploitation and abuse. In each of those cases, the Mission sought to determine complainant/victim assistance needs and provided assistance from existing services in the Mission, such as medical, psychosocial and legal support. Furthermore, four cases of possible misconduct involving civilian personnel were forwarded to United Nations Headquarters, with a recommendation of disciplinary action against the alleged perpetrators.

Decisions requests	*Actions taken to implement decisions requests*
	Two allegations of misconduct involving two Liberian National Staff were referred to national authorities for investigation and criminal accountability, if appropriate. The Mission also conducted an exercise to review its case load and as at 20 October 2015 had closed 166 of 307 open cases.
Requests the Secretary-General to ensure the availability of easily accessible reporting mechanisms for victims of sexual exploitation and sexual abuse (para. 51)	UNMIL proactively reaches out to local communities, in particular those that are located near United Nations installations, to let them know their rights and obligations with regard to United Nations personnel. In that regard, reporting has been made easier by the Conduct and Discipline Team with the provision of a 24-hour hotline and the "dosomething@un.org" e-mail address. In addition, there is a walk-in approach in place, where complainants may report directly to the Conduct and Discipline Team offices at UNMIL headquarters, either in writing or in person, as well as complaint boxes monitored by UNMIL Human Rights Officers in six counties. Both the hotline and e-mail address are widely published and distributed in the local communities and are especially emphasized during outreach activities.
Requests the Secretary-General to make further efforts to ensure that all personnel are made fully aware of, and remain compliant with, their personal responsibilities regarding the Organization's policy of zero tolerance, upon their arrival in the mission and throughout their deployment (para. 54)	All UNMIL personnel are required to participate in the mandatory induction training, which includes a two-hour session on protection from sexual exploitation and abuse and on conduct and discipline. The training incorporates the video clips on various sexual exploitation and abuse scenarios that were developed by the UNMIL Video Unit, which focus on how to identify and prevent incidents of misconduct, especially sexual misconduct, in the Mission area, as well as the responsibilities of the manager, commander and supervisor in monitoring, reporting and responding to incidents of misconduct, including sexual exploitation and abuse. Also, the Conduct and Discipline Team carried out refresher training for all personnel at headquarters and in the regions at least every six months. The UNMIL Conduct and Discipline Team has conducted training of trainers sessions for Sexual Exploitation and Abuse Focal Points with representatives from each component (civilian, military and police). In addition, the Mission issues periodic broadcasts to emphasize to personnel various standards of conduct and particularly the zero tolerance policy of the United Nations regarding sexual exploitation and abuse.

(Resolution 69/259 B)

Decisions/requests	*Actions taken to implement decisions/requests*
Recognizes the importance of capacity-building for national staff during the drawdown phase of the Mission, and in this regard requests the Secretary-General to continue his efforts (para. 10)	UNMIL continues to implement National Staff Capacity-building Programmes covering entrepreneurship, information technology, management, peacebuilding and development. In the current fiscal year, it is expected that 125 additional national staff will undergo certification programmes in those knowledge areas.

B. Advisory Committee on Administrative and Budgetary Questions

(A/69/839/Add.11)

Request/recommendation	*Action taken to implement request/recommendation*
The Secretary-General states that UNMIL and the United Nations country team will continue to support Liberia's formal engagement with the Peacebuilding Commission through the Justice and Security Joint Programme and in advancing the implementation of the Strategic Road Map for National Healing, Peacebuilding and Reconciliation in Liberia. The Advisory Committee notes that Liberia is one of the countries on the agenda of the Peacebuilding Commission. **In this connection, the Advisory Committee recommends that the General Assembly request the Secretary-General to include information on peacebuilding activities in his future budget reports** (para. 52)	UNMIL and the United Nations country team provide political and technical support to the implementation of 11 Peacebuilding Fund projects in the areas of rule of law and security sector reform through the Justice and Security Joint Programme, as well as in the area of national reconciliation. Support through advocacy by the Peacebuilding Commission is guided by the Statement of Mutual Commitments between the Government of Liberia and the Peacebuilding Commission. In the Statement of Mutual Commitments outcome report of June 2015, the Commission invited the Secretary-General to make recommendations for future engagement with Liberia in view of the possible withdrawal of UNMIL and the transition to a future United Nations presence. UNMIL and the United Nations country team are contributing to that process.
At the request of the Advisory Committee, information on the action taken by the Mission to implement the recommendations contained in the report of the Board of Auditors on United Nations peacekeeping operations for the 12-month period from 1 July 2013 to 30 June 2014 (A/69/5 (Vol. II), chap. II) was provided, as follows: (a) with respect to the non-compliance with the policy of booking air travel tickets 16 days in advance of trips, the instances of non-compliance resulted from the nature of the Mission's work and insufficient information regarding upcoming training activities; nevertheless, the Mission issued reminders to its staff to ensure better compliance with the policy; (b) with respect to the delays in write-off of property,	UNMIL has a dedicated team that follows up on all Board of Auditors recommendations and ensures they are implemented. The tracking of actions taken is continuous and includes requirements for the implementing sections to provide evidence of such actions. (a) UNMIL has at all times endeavoured to comply with the 16-day advance booking policy and in fact ensures that all travel requests that violate the policy are clearly justified and approved by the Director of Mission Support. During the period from January to September 2015, UNMIL recorded a compliance rate of 48.7 per cent. In addition, owing to staff turnover and rotations of uniformed personnel, UNMIL ensures

Request recommendation	*Action taken to implement request recommendation*
plant and equipment, the Mission initiated the process of addressing all outstanding cases, and only eight cases remained outstanding; and (c) with respect to the delays in the disposal of written-off assets, the Mission had cleared all outstanding cases by 8 January 2015. **The Advisory Committee trusts that all outstanding recommendations of the Board of Auditors will be fully implemented by UNMIL as a matter of priority** (para. 54)	that regular broadcasts on the policy are sent out to all personnel. Furthermore, the Mission management issued an administrative instruction in July 2015 to reinforce the policy and advise staff on the procedures to be followed in cases of non-compliance. Enhanced control procedures have been in place for international staff since November 2015, when the travel module was implemented in the new enterprise resource planning system (Umoja). (b) All outstanding cases for write-off have been cleared. The Mission is actively writing off old assets from the list of assets with zero net book value. (c) Disposal of written-off assets is a continuous process each year and UNMIL ensures the process is effected in the shortest time possible.

C. Board of Auditors

(A/69/5 (Vol. II))

Request	*Response*
The overall variations between budgetary appropriations and final expenditure under the three broad groups of military and police personnel, civilian personnel and operational costs for all 15 missions, taken together, ranged between 3 and 6 per cent. However, the variation was more than 5 per cent under military and police personnel for three missions (the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Interim Administration Mission in Kosovo (UNMIK) and the United Nations Interim Security Force for Abyei (UNISFA)), under civilian personnel for three missions (the United Nations Peacekeeping Force in Cyprus (UNFICYP), UNMIK and the United Nations Stabilization Mission in Haiti (MINUSTAH)) and under operational costs for seven missions (MINURSO, UNMIK, UNMIL, UNOCI, MINUSTAH, the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and UNISFA). The maximum variation was 29 per cent, under operational expenses for UNISFA (para. 28)	The Mission's budgetary assumptions are based on existing conditions at the time of budget preparation and form the basis of the budget development. However there are circumstances where unforeseen emergencies and other factors affect the overall expenditure pattern that is observed at the end of each financial year. For example, in 2014/15 UNMIL had variances in the broad groups as follows: military and police personnel, 5.30 per cent; civilian personnel, 0.97 per cent; and operational costs, 6.61 per cent. The main factor during that financial year was the Ebola outbreak and the resultant delay in the repatriation of troops, the awarding of risk premiums and danger pay and changes to the operational implementation of planned projects.
The Board reiterates its recommendation that the Administration continue its efforts to eliminate excess holdings of light passenger vehicles (para. 168)	UNMIL has been reducing the excess holdings of light passenger vehicles and expects any remaining excess vehicles to be written off by the end of October 2015.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

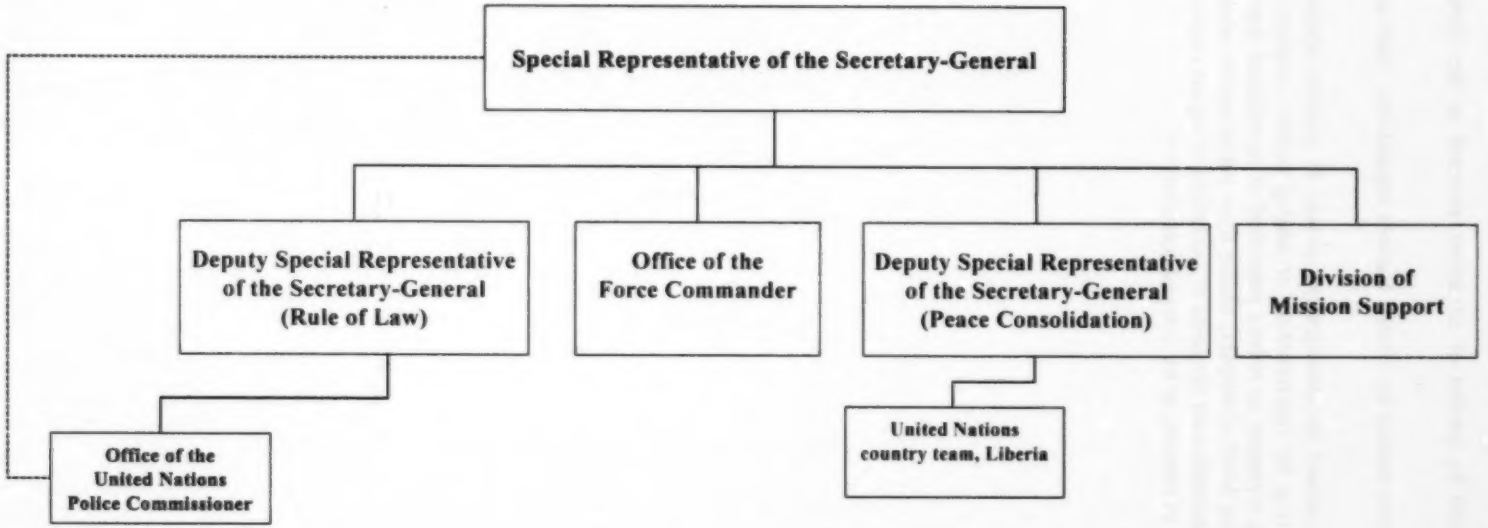
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

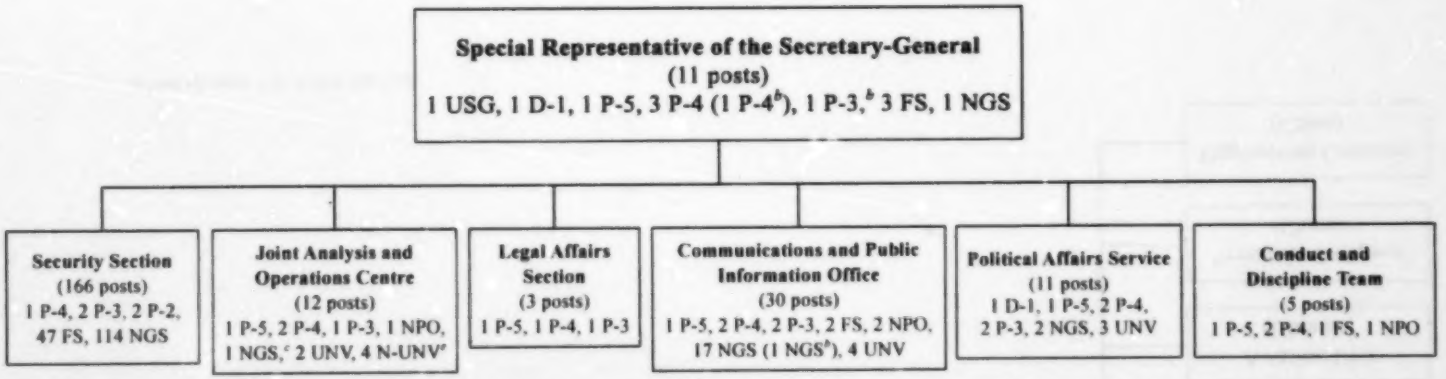
Annex II

Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Peace Consolidation)
Division of Mission Support
Office of the United Nations Police Commissioner
United Nations country team, Liberia

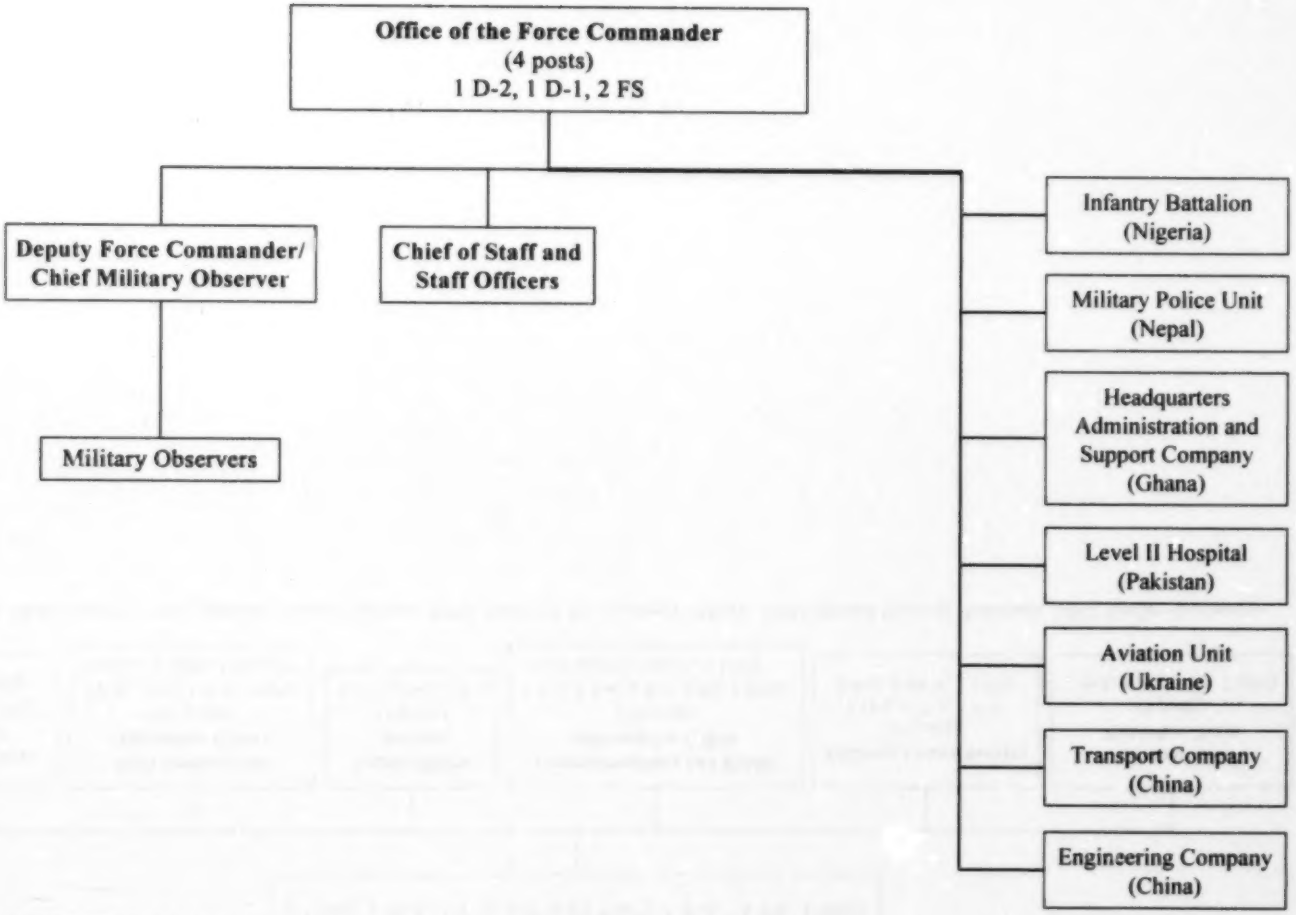
B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(11 posts)
1 USG, 1 D-1, 1 P-5, 3 P-4 (1 P-4[b]), 1 P-3,[b] 3 FS, 1 NGS
Security Section
(166 posts)
1 P-4, 2 P-3, 2 P-2,
47 FS, 114 NGS
Joint Analysis and Operations Centre
(12 posts)
1 P-5, 2 P-4, 1 P-3, 1 NPO,
1 NGS,[c] 2 UNV, 4 N-UNV[e]
Legal Affairs Section
(3 posts)
1 P-5, 1 P-4, 1 P-3
Communications and Public Information Office
(30 posts)
1 P-5, 2 P-4, 2 P-3, 2 FS, 2 NPO,
17 NGS (1 NGS[b]), 4 UNV
Political Affairs Service
(11 posts)
1 D-1, 1 P-5, 2 P-4,
2 P-3, 2 NGS, 3 UNV
Conduct and Discipline Team
(5 posts)
1 P-5, 2 P-4, 1 FS, 1 NPO

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

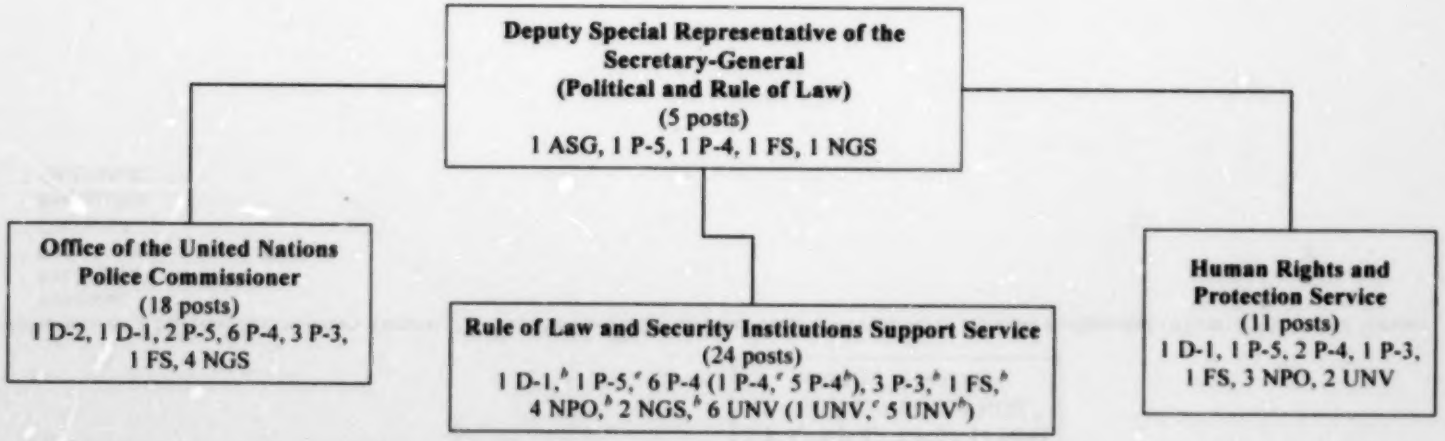
[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

C. Military operations



Abbreviation: FS, Field Service.

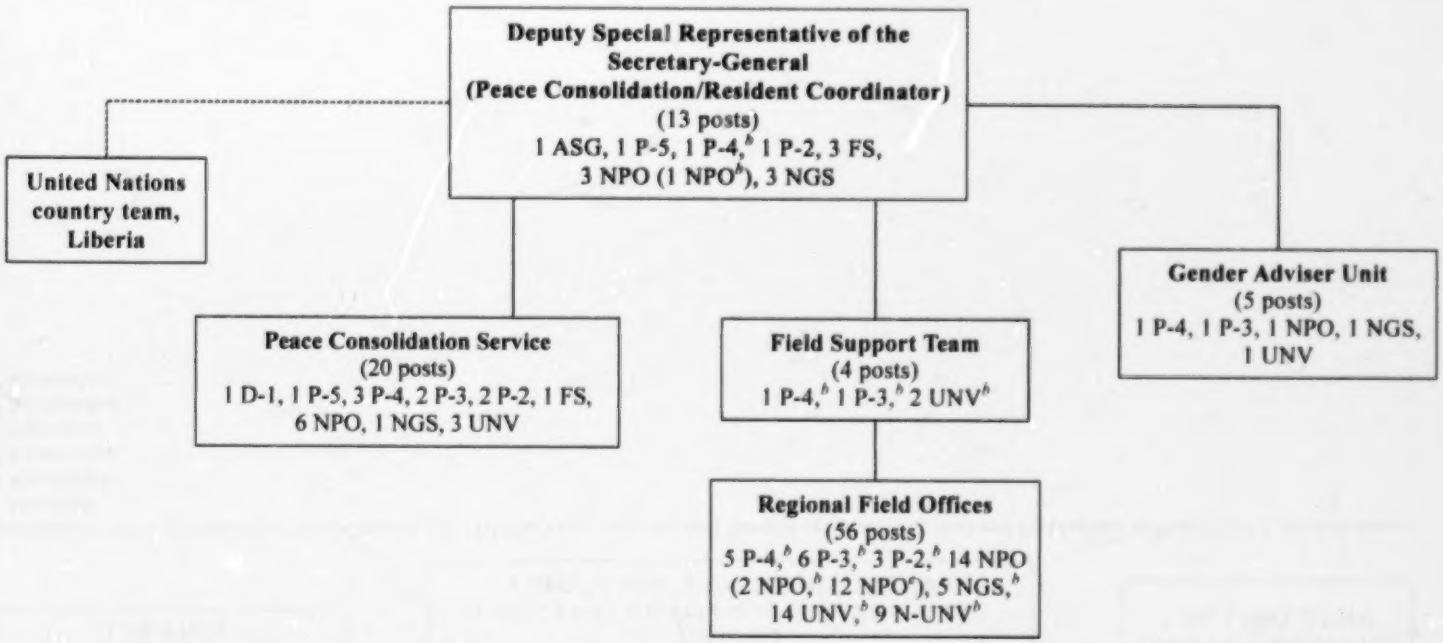
D. Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)


Deputy Special Representative of the Secretary-General (Political and Rule of Law)
(5 posts)
1 ASG, 1 P-5, 1 P-4, 1 FS, 1 NGS
Office of the United Nations Police Commissioner
(18 posts)
1 D-2, 1 D-1, 2 P-5, 6 P-4, 3 P-3, 1 FS, 4 NGS
Rule of Law and Security Institutions Support Service
(24 posts)
1 D-1,[b] 1 P-5,[c] 6 P-4 (1 P-4,[c] 5 P-4[b]), 3 P-3,[b] 1 FS,[b] 4 NPO,[b] 2 NGS,[b] 6 UNV (1 UNV,[c] 5 UNV[b])
Human Rights and Protection Service
(11 posts)
1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 FS, 3 NPO, 2 UNV

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

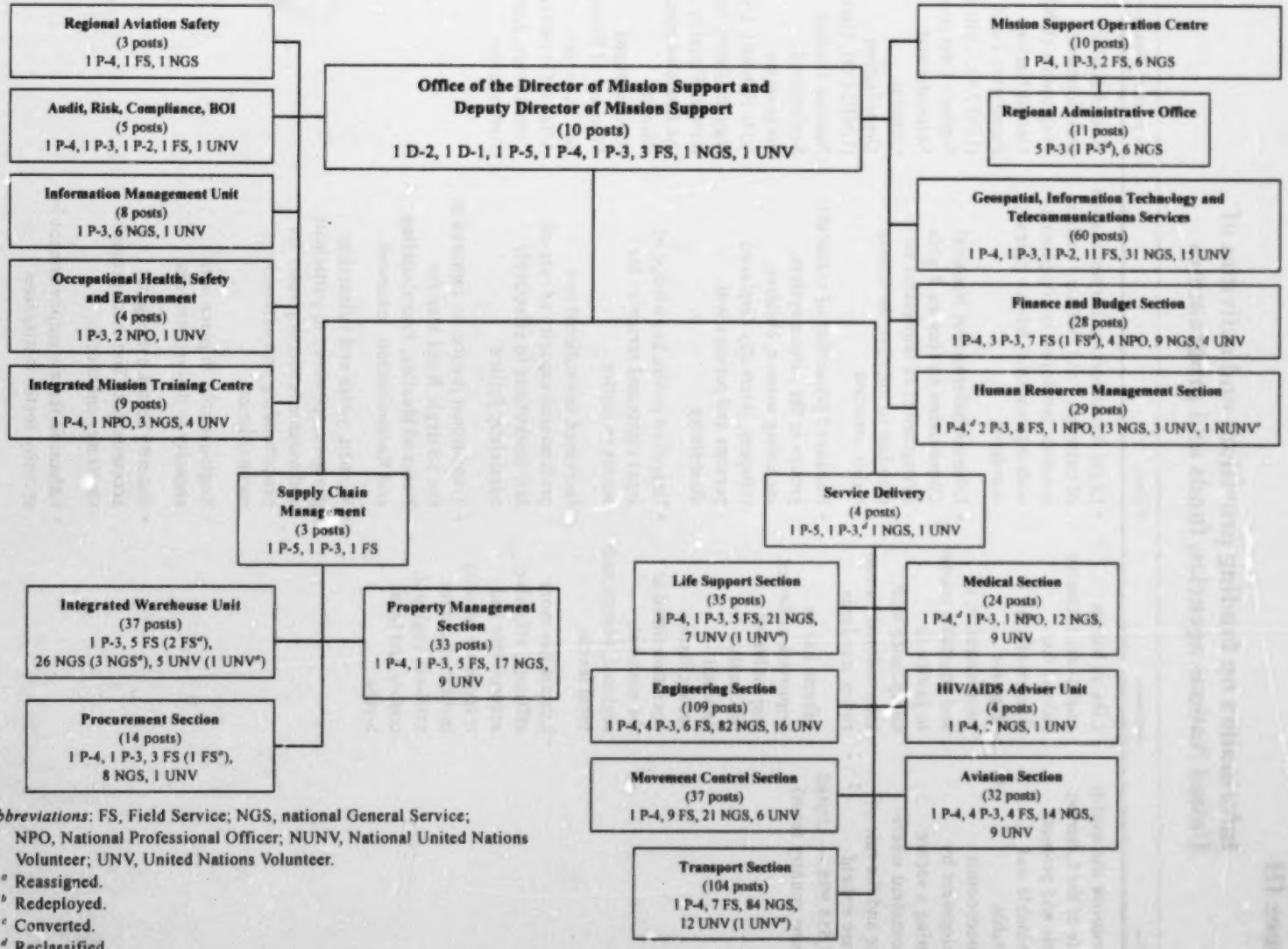
E. Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)


Deputy Special Representative of the Secretary-General (Peace Consolidation/Resident Coordinator)
(13 posts)
1 ASG, 1 P-5, 1 P-4,[b] 1 P-2, 3 FS,
3 NPO (1 NPO[b]), 3 NGS
United Nations country team, Liberia
Peace Consolidation Service
(20 posts)
1 D-1, 1 P-5, 3 P-4, 2 P-3, 2 P-2, 1 FS,
6 NPO, 1 NGS, 3 UNV
Field Support Team
(4 posts)
1 P-4,[b] 1 P-3,[b] 2 UNV[b]
Gender Adviser Unit
(5 posts)
1 P-4, 1 P-3, 1 NPO, 1 NGS,
1 UNV
Regional Field Offices
(56 posts)
5 P-4,[b] 6 P-3,[b] 3 P-2,[b] 14 NPO
(2 NPO,[b] 12 NPO[c]), 5 NGS,[b]
14 UNV,[b] 9 N-UNV[b]

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

F. Division of Mission Support


Regional Aviation Safety
(3 posts)
1 P-4, 1 FS, 1 NGS
Audit, Risk, Compliance, BOI
(5 posts)
1 P-4, 1 P-3, 1 P-2, 1 FS, 1 UNV
Information Management Unit
(8 posts)
1 P-3, 6 NGS, 1 UNV
Occupational Health, Safety and Environment
(4 posts)
1 P-3, 2 NPO, 1 UNV
Integrated Mission Training Centre
(9 posts)
1 P-4, 1 NPO, 3 NGS, 4 UNV
Office of the Director of Mission Support and Deputy Director of Mission Support
(10 posts)
1 D-2, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 3 FS, 1 NGS, 1 UNV
Mission Support Operation Centre
(10 posts)
1 P-4, 1 P-3, 2 FS, 6 NGS
Regional Administrative Office
(11 posts)
5 P-3 (1 P-3[d]), 6 NGS
Geospatial, Information Technology and Telecommunications Services
(60 posts)
1 P-4, 1 P-3, 1 P-2, 11 FS, 31 NGS, 15 UNV
Finance and Budget Section
(28 posts)
1 P-4, 3 P-3, 7 FS (1 FS[a]), 4 NPO, 9 NGS, 4 UNV
Human Resources Management Section
(29 posts)
1 P-4,[d] 2 P-3, 8 FS, 1 NPO, 13 NGS, 3 UNV, 1 NUNV[e]
Supply Chain Management
(3 posts)
1 P-5, 1 P-3, 1 FS
Service Delivery
(4 posts)
1 P-5, 1 P-3,[d] 1 NGS, 1 UNV
Integrated Warehouse Unit
(37 posts)
1 P-3, 5 FS (2 FS[a]),
26 NGS (3 NGS[a]), 5 UNV (1 UNV[a])
Property Management Section
(33 posts)
1 P-4, 1 P-3, 5 FS, 17 NGS, 9 UNV
Procurement Section
(14 posts)
1 P-4, 1 P-3, 3 FS (1 FS[a]),
8 NGS, 1 UNV
Life Support Section
(35 posts)
1 P-4, 1 P-3, 5 FS, 21 NGS, 7 UNV (1 UNV[a])
Medical Section
(24 posts)
1 P-4,[d] 1 P-3, 1 NPO, 12 NGS, 9 UNV
Engineering Section
(109 posts)
1 P-4, 4 P-3, 6 FS, 82 NGS, 16 UNV
HIV/AIDS Adviser Unit
(4 posts)
1 P-4, [illegible] NGS, 1 UNV
Movement Control Section
(37 posts)
1 P-4, 9 FS, 21 NGS, 6 UNV
Aviation Section
(32 posts)
1 P-4, 4 P-3, 4 FS, 14 NGS, 9 UNV
Transport Section
(104 posts)
1 P-4, 7 FS, 84 NGS, 12 UNV (1 UNV[a])

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; NUNV, National United Nations Volunteer; UNV, United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve the quality of life of the Liberian people and promote sustainable and equitable socioeconomic development by ensuring a secure environment where peace and the rule of law are upheld ($17,558,996 — United Nations country team)	• Liberia has an improved, inclusive rule of law framework for effective administration of and equitable access to justice in compliance with international human rights standards • Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at the national, regional, county and local levels • Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels	• Legal framework on harmonization of customary and statutory justice systems developed in compliance with international human rights standards • Liberian Independent National Commission on Human Rights strengthened to implement its mandate to improve the human rights situation • Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, internally displaced persons and persons with disabilities • Improved public knowledge of legal rights and remedies for access to justice • Increased institutional and professional capacity of rule-of-law institutions to effectively administer justice • Transitional justice, as captured in the Strategic Road Map for National Healing, Peacebuilding and Reconciliation, enhanced • Women, youth and vulnerable groups empowered to participate and assume leadership roles for peacebuilding and national reconciliation • Regional hubs in place with capacity to deliver services • Security sector oversight, accountability and management structures enhanced • Enhanced female empowerment in security sector institutions	• United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Human Settlements Programme (UN-Habitat), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Ministry of Planning and Economic Affairs, Governance Commission, Land Commission

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To transform the economy to meet the demands of Liberians by leveraging foreign direct investment in mining and plantations to develop the domestic private sector; provide employment for the youthful population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability; and improve agriculture to expand the economy for rural participation and food security ($21,327,903 — United Nations country team)	• Improved sustainable natural resource utilization and food security • Improved equal access to opportunities for sustainable livelihoods in an innovative and competitive private sector for rural and urban areas • Improved access to sustainable basic infrastructure • Improved evidence-based policies to maintain a stable and inclusive macroeconomic environment	• Agricultural production and productivity of smallholder farmers increased and diversified • Value-added post-harvest food processing, facilities and market linkages for smallholder farmer organizations expanded • Productive safety nets with focus on smallholder youth and women farmers expanded in selected target areas • Utilization of natural resources (land, water and forest) improved • Capacities of public and community-level institutions to coordinate, deliver and monitor food security programmes increased • Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships • Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017 • Increased access to business development services and quality vocational training, focusing on employment creation and development of micro-, small and medium-sized enterprises targeting youth, women and persons with disabilities • Enhanced access to sustainable financial services, market linkages and value chain upgrading for micro-, small and medium-sized enterprises, with a special focus on the rural areas	• World Bank • UNDP, World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), UN-Women, UNFPA, United Nations Office for Project Services (UNOPS), UN-Habitat, Ministry of Finance, Ministry of Planning, Ministry of Agriculture, Ministry of Labour

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• National urban development strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017	
		• Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017	
		• Agricultural and marketing infrastructure expanded	
		• Enhanced capacities of national agencies for on-grid and off-grid electricity provision, with a particular focus on providing alternative energy sources to rural communities by 2017	
		• Enhanced national and local capacities for macroeconomic modelling and policy research, development and advocacy with focus on data collection, analysis and utilization towards effective socioeconomic surveillance and monitoring development results, including the Millennium Development Goals, by 2017	
		• Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with a focus on international trade	
		• Strengthened capacities for fiscal and monetary policy management, including in gender-responsive budgeting, with a focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending	

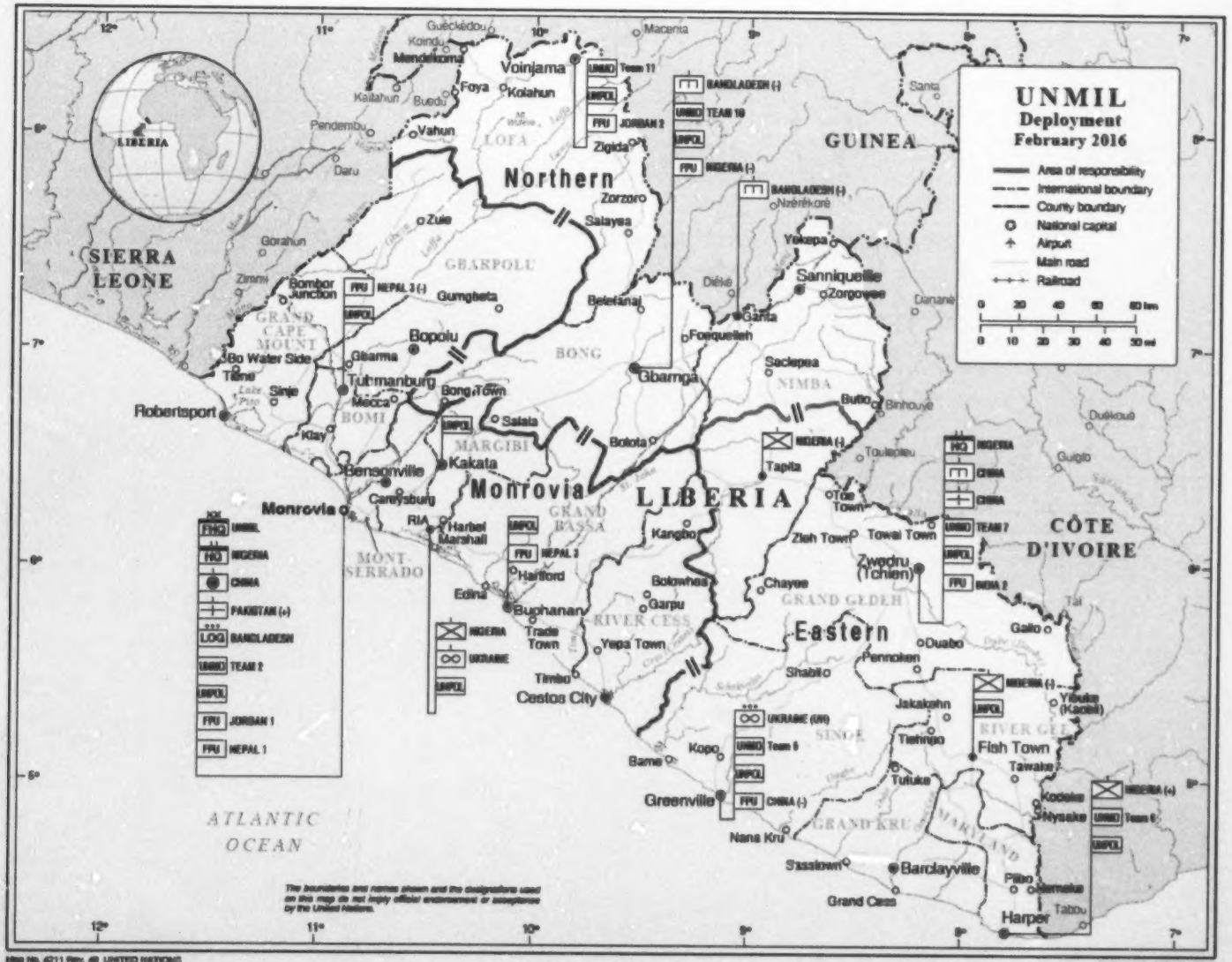
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve quality of life by investing in quality education, affordable and accessible quality health care, social protection for vulnerable citizens and equitable access to environmentally friendly water and sanitation services ($86,893,936 — United Nations country team)	• The population has increased access to and utilization of equitable, affordable and quality health and nutrition services • Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals • Vulnerable households and groups benefit from appropriate social protection services and systems • The population has increased the utilization of safe water and the practice of safe sanitation and hygiene in underserved areas • Scaled-up access to and utilization of HIV prevention, treatment, care and support services	• Strengthened national capacity to provide comprehensive maternal and newborn health services with emphasis on the most vulnerable and marginalized communities, in compliance with national policies • Women and adolescents have increased awareness and knowledge related to maternal and newborn health-care information and services • Capacity of the Ministry of Health and Social Welfare strengthened to implement and monitor the essential package of health services at all levels, within a human rights framework • Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illnesses at the community level • National capacity enhanced to maintain immunization coverage of over 90 per cent in all counties • Enhanced capacity of health workers and community volunteers to deliver essential nutrition interventions with decentralized service delivery at the community level • Caregivers' knowledge and skills enhanced to carry out optimal feeding and care practices in children under the age of 2 with a focus on the south-eastern counties and among the urban poor • Holistic early childhood development approach designed, modelled and piloted • Children's learning level in basic education improved	• United Nations Children's Fund • UN-Women, WFP, UN-Habitat, World Health Organization, UNFPA, UNDP, UNOPS, International Organization for Migration (IOM), Ministry of Planning and Economic Affairs, Ministry of Education, Ministry of Health and Social Welfare

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Education management system strengthened, including the decentralization process	
		• Expanded post-basic education provision strengthened	
		• Alternative basic education for out-of-school children, youth, women and persons with disabilities designed and implemented	
		• Increased Government ownership and implementation of effective school feeding programmes in low-performing areas	
		• Integrated curriculum and increased understanding among children, youth and the general public of peace, tolerance and national identity	
		• Improved capacity of relevant actors to manage social welfare cases, monitor residential facilities and promote family-based care	
		• Birth registration services available across the country	
		• Safe and secure environments for survivors and individuals at risk of violence, harmful traditional practices, exploitation, discrimination, abuse and neglect exist across the country	
		• Enhanced capacity of the Government of Liberia to coordinate and deliver social protection services	
		• Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income-generation	
		• Appropriate safety-net transfers received by the most vulnerable households and individuals	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• 400,000 persons have improved water and sanitation services and knowledge of safe hygiene practices, in underserved areas	
		• 500 additional primary schools and 50 health facilities have implemented the water, sanitation and hygiene (WASH) package in underserved areas	
		• WASH governing bodies established	
		• Effective WASH sector capacity strengthened at the central and county levels	
		• Financial management capacity in WASH sector strengthened at the central level	
		• Increased knowledge and understanding of the causes of HIV infection and increased measures of prevention among youth and adolescents	
		• Increased number of women accessing antiretroviral drugs/ therapy services	
		• National AIDS Commission capacity strengthened to implement the multisectoral and decentralized national HIV response	
		• Increase in the number of people living with HIV accessing quality care, treatment and support services	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability and justice for all and that will strengthen peace ($8,806,309 — United Nations country team)	• Review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens by 2017 • Liberia has an effective and efficient natural resources management framework enabling the transparent, accountable and equitable distribution of economic benefits and protection of the rights of all by 2017 • Liberia has an improved and decentralized public sector and civil service, providing fair and accountable basic services to the people by 2017	• Expanded, comprehensive regulatory framework for natural resources management formulated and endorsed by 2016 • Complaint and redress mechanism for natural resources management established and operational by 2016 • Capacity of the Government for contracts, agreements and concessions negotiations enhanced by 2016 • County governments have operational and technical capacity to formulate and implement county development plans and budgets by 2016 • Capacity of public sector institutions enhanced with clearly defined mandates, structures and function by 2016 • County service delivery and outreach informed by the needs and priorities of citizens by 2016 • National disaster risk reduction policy implemented and supported by a commission with clearly defined mandates by 2016 • Effective public finance management with a transparency and accountability mechanism instituted by 2016	• UNDP • Office of the United Nations High Commissioner for Refugees, World Bank, IOM, UNOPS, UNFPA, UNESCO, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs, Bureau of Maritime Affairs, Environmental Protection Agency, Liberia Fire Service, Ministry of Justice, Forestry Development Authority, Ministry of Agriculture, Ministry of Housing, WFP, UNMIL

Map


UNMIL
Deployment
February 2016
Area of responsibility
International boundary
County boundary
National capital
Airport
Main road
Railroad
LIBERIA
SIERRA LEONE
GUINEA
ATLANTIC OCEAN
CÔTE D'IVOIRE
Northern
Eastern
Monrovia
Robertsport
Bomi Junction
Bopolu
Gbarma
Tubmanburg
Bong Town
Salala
Gbarnga
Kakata
Bensonville
Careysburg
Harbel
Marshall
Buchanan
Greenville
Harper
Barclayville
Fish Town
Zwedru (Tchien)
Voinjama
Zorzor
Sanniquellie
Ganta
Tapita
Saclepea
Yekepa
Nzérékoré
Macenta
Guéckédou
Mendekoma
Kolahun
Foya
Vahun
Zigida
Salayea
Beleteanai
Foxquelleh
Buutio
Toe Town
Zleh Town
Towai Town
Kangbo
Chayue
Garpu
Botowhea
Yepa Town
Tradetown
Timbo
Costos City
Bame
Kopo
Nana Kru
Sasstown
Grand Cess
Pennoken
Shablo
Jakalzahn
Tiehnigo
Tutuke
Tawake
Nyaake
Pibo
Tabou
Ouabo
Gallo
Yibuke (Kaobli)
Kodake
Danané
Duékoué
Guiglo
Binhouye
Toulepleu
Bolota
Sinje
Klay
Mecca
Tiene
Bo Water Side
Gbarma
Gumgbeta
Zuie
Gorahun
Zimmi
Daru
Pendembu
Kailahun
Buedu
Koindu
Yokepa
Diéké
Danané
Santa
Nzérékoré
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Map No. 4211 Rev. 49 UNITED NATIONS
February 2016
Department of Field Support
Geospatial Information Section (formerly Cartographic Section)